



Internal Marketing and Turnover Intentions in Nigerian Law Firms

**Thesis submitted in accordance with the requirements of the University of Liverpool for
the Degree of Doctor of Business Administration by**

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DECLARATION

I Tominiyi Owolabi declare that this thesis is a presentation of my original research work and has been generated as a result of my own original independent effort. Wherever contributions of others are involved, every effort is made to indicate this clearly, with due reference to the literature, and acknowledgement of collaborative research and discussions. The work was done under the guidance of Dr Evangelia Katsikea and Dr Heather Skinner.

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ABSTRACT

This thesis investigates the link between internal marketing and turnover intentions amongst lawyers in the leading commercial law firms in Nigeria. Against the background of the increasing need for Nigerian law firms to retain lawyers for more extended periods due to the effect of globalisation and growing competition for talents, this thesis draws from the work of Kessler (2014) and seeks to establish a link between internal marketing and turnover intention by testing the impact of internal marketing on job satisfaction. Drawing from existing literature linking motivation and organisational commitment with job satisfaction the study proposed a model, that increased internal marketing practices lead to increased motivation and organisational commitment and both leading to increased job satisfaction. The model further asserts that increased job satisfaction amongst lawyers will lead to improved service quality and consequently improved client satisfaction. The resultant effect is the reduction of turnover intention of lawyers in Nigerian law firms. Thus, the model posits that increased internal marketing in Nigerian law firms will result in increased motivation and organisational commitment of lawyers which will improve job satisfaction thereby resulting in improved quality of services provided by the lawyers thus leading to improved customer satisfaction and hence reducing turnover intention.

The study confirmed the impact of internal marketing practices on the motivation and organisation commitment of lawyers in Nigerian law firms with the resulting effect of increased job satisfaction of the lawyers. The action research also confirmed the impact of improved job satisfaction on service quality and client satisfaction. The study thus found that increasing internal marketing practices by Nigerian law firms increases commitment and motivation of lawyers working in the law firms thus creating a positive effect on job satisfaction, which improves service quality and client satisfaction. However, the study did not confirm a positive effect of job satisfaction resulting from internal marketing activities on turnover intention. From the findings of the action research increased job satisfaction does not necessarily lead to reduced turnover intention. Lawyers in the leading law firms may despite being satisfied on the job still have turnover intentions due to other factors such as the possibility of earning higher remuneration elsewhere, which is a greater pull on lawyers in leading law firms in Nigeria compared to improved internal marketing practices.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study is an examination of the impact of internal marketing on turnover intentions of lawyers in leading commercial law firms in Nigeria. It is an action research into the effect of internal marketing on turnover intention of lawyers through the exploration of the relationship between internal marketing, job satisfaction, service quality and turnover intention. The study confirms earlier literature on the impact of internal marketing on reducing turnover intention through increasing job satisfaction of employees.

This chapter outlines the context, structure and focus of the study. The chapter proposes the purpose for the study while justifying its significance to organisational learning literature. The chapter also briefly introduces the fundamental concepts of the action research while providing the practitioner-researcher context of the study. In this regard, the studies theoretical background of action research is also outlined in the chapter.

1.2 Context of Study

I am a partner in one of the leading and oldest commercial law firms in Nigeria. One management concern that has engaged the managers of the firm over the years has been the issue of loss of lawyers in the firm to competitors and other sectors of the economy. Several initiatives have been taken in the last fifteen years to reduce the occurrence of turnover amongst lawyers with very little success. Last year the firm recorded a turnover rate of 32.5%, with the firm starting the year with about 85 lawyers on its payroll excluding the partners. Table A shows the rate of turnover for five years.

Year	2012	2013	2014	2015	2016
Turnover Rate	32.5%	35.5.5%	33%	29.5%	32.5%

This phenomenon, which consistently sees a third of the organisation leaving in a 12-month period, has been a cause of significant concern for the firm. The need to retain lawyers for more extended periods has become more imperative for the firm due to changes in the socio-economic landscape in the country and its effect on competitive advantage and profitability.

The firm established in 1962 as a sole practice has since grown to be one of the leading corporate commercial law firms in the country as evidenced by its consistent top ranking in

notable international legal directories (Chambers & Partners, 2015: IFLR 100, 2015: *Legal 500*, 2015). The early years of the firm were characterised by significantly high turnover rates resulting in the founding family members being the only partners for the first thirty-two years of the firm's existence. This phenomenon of high turnover was not limited to the firm as the legal profession in Nigeria was at the time characterised by lawyers joining firms with the mind of getting some training ahead of starting their own firms (Famoroti, 2013). Thus, law partnerships were not a common occurrence in the country at the time as most firms were sole practices with a few lawyers supporting the principal partner. The last 25 years has however seen a change in the sector with the evolution of a number of significant partnerships (Law Business Research, 2014) aiming to emulate the large partnerships found in UK and the US and seeking to take advantage of the synergy that comes from size (Galanter & Henderson, 2008, Galanter & Palay, 1999, Galanter & Roberts, 1990). The drive for larger institutions has necessitated the need for leading firms to retain lawyers for more extended periods (Mayson, 1997).

In the period the legal professional services market was also responding to changes in the Nigerian economy. Following the return to democracy in 1999 after several years of military rule, the Nigerian economy experienced an upsurge in the early 2000s with an average growth rate of six percent (The World Bank, 2016, Trading Economics.com, 2016). This combined with the fact that Nigeria is the most populous African country (World Bank, 2015), the largest oil producer in Africa and the 6th largest in the world (Nigerian National Petroleum Corporation, 2015) made the country a destination of choice for foreign investors resulting in an average annual foreign direct investment of US\$13 Billion (and an all-time high of US\$30 Billion in 2012) (Trading Economics.com, 2016). These investments and interest in the country increased the demand for legal services with clients who are used to high-quality services typically provided by UK and US law firms increasingly seeking the same level of services from Nigerian law firms. A lot of UK and US law firms started engaging Nigerian firms to assist with clients looking at investing in Nigeria. Quality of lawyers was a major selection criterion for these UK and US firms, and an indication of quality was the number of lawyers working in the firm. My personal experience was that every meeting with a foreign law firm included a question about the number of lawyers in the firm. The higher the number of lawyers the more impressed they were with the firm.

The growth in the economy also led to significant development of various sectors of the economy leading to increasing demand for sophisticated legal services. All these developments inevitably increased the pressure on firms to attract and retain highly qualified and experienced lawyers. Besides, the Nigerian legal market also became more competitive due to its low entry barrier with newer firms increasingly joining the market and making significant impact. An illustration of the expansion of the competitive landscape is the ranking by Chambers and Partners a leading international legal ranking organisation. In 2008 only about ten firms were ranked by Chambers and Partners as leading firms in Nigeria. As at 2015 Chambers and Partners listed 18 firms as leading. This growing competition has also increased the competition for talents, as one area of competitive advantage is the quality of lawyers who are at the heart of the professional services provided by law firms. All these factors continue to put significant pressure on the firm to retain its qualified hires for a longer period and prevent them from being lost to competition. The high incidence of turnover is making the firm less competitive and affecting its operations.

1.3 Statement of the Problem

Besides the competitive pressure, the Firm is faced with the impact of high turnover on its operations and profitability. High turnover has been found as contributing to low performance and inefficiencies in organisations (Glebbeek & Bax, 2004). Studies have confirmed the negative impact on quality of products and services (Curtis & Wright, 2001) with high turnover been found to have adverse effects on the profitability of organisations (Hinkin & Tracey, 2000). Voluntary turnover has been found to be related to low employee morale, low customer satisfaction and low organisational knowledge (Straw, 1980). It has also been discovered that voluntary exits from an organisation have a contagion effect by affecting morale and motivation (Gawali, 2009) and also leading to other employees been strengthened in their thoughts about leaving the organisation. As such the retention of valuable and functional workforce has been found to be necessary for the survival of an organisation (Bogdanowicz & Bailey, 2002) and also for maintaining strategic advantage (Mak & Sockel, 2001).

The impact of turnover on organisations can be financial as turnover has been found to have significant adverse implications on organisations even though the cost is not often apparent to managers since they are not reflected in the profit and loss statements expressly as the cost of turnover (Holtom, 2008). The burden is felt more by smaller organisations.

(Mitchell et al., 2001). This is particularly important in the context of this study as most of the law firms in Nigeria are small firms and thus will suffer more from the effect of turnover. The cost includes human resource personnel time (exit interviews, recruitment of replacement), manager's time (intervention discussions and engagements, exit interviews), accrued severance benefits, cost of temporary coverage, replacement cost and training cost (Holtom, 2008). Replacement cost has been found to average as high as 50%-60% of an employee's annual salary cost (Porter, 2011) with total cost related to turnover ranging from 90% to 200% of annual salary (Cascio & Boudreau, 2008). Some studies have found the cost of replacing a particular employee to be two times the person's salary (Holtom, 2008), Hinkin & Tracey, 2000).

The high turnover rate in the firm exposes it to all these effects on its operations, finances and profitability. Considering the continuing year on year high turnover rate in the firm it is thus imperative that steps are taken to reduce its incidence immediately. From my review of literature on turnover, I discovered significant consensus amongst scholars that one of the best predictor of turnover is turnover intention (Radzi et al., 2009, Price 2001, Griffeth et al., 2000). It has also been confirmed that while voluntary turnover can have negative implications on organisations, turnover intention has been found to be more pervasive and to have more severe consequences on an organisation (Cappelli, 2000, Griffeth et al., 2000). It is therefore essential for organisations to pay attention to turnover intention rather than focusing on remedying the effect of turnover after the fact (Oluwafemi, 2013). The negative impact on organisations of turnover intention even when the employee is still engaged makes it also imperative to pay attention to the subject (Griffeth et al., 2000). Since turnover intention is a high predictor of turnover reducing or mediating turnover intention will ultimately reduce the rate of turnover in any organisation as the occurrence of actual turnover can be prevented by proactively understanding turnover intention (Oluwafemi, 2013). Hence a strategy for managing the incidence of turnover in my firm is to seek ways of reducing turnover intention.

Many studies have established a relationship between work satisfaction and turnover intention (Amah, 2009) highlighting that the more satisfied employees are, the less the turnover intention of employees. To increase work satisfaction a number of academic pieces have suggested internal marketing as a solution (Berry, 1981, Thomson, 1991, Taylor & Consenza, 1998). Hence, Kessler (2014) while researching the effect of job satisfaction on turnover intention of IT employees in Israel found that job satisfaction related negatively to turnover

intentions and suggested internal marketing as means of increasing job satisfaction and therefore reducing turnover intention. Thus, Kessler (2014) called for further research on the impact of internal marketing on turnover intentions.

This action research thus furthers the work of Kessler through seeking the reduction of turnover intention in my firm through testing the impact of internal marketing on work satisfaction and ultimately on turnover intention of lawyers in the firm.

1.4 Purpose of Study

Thus, the action research was conducted to find ways of reducing the incidence of turnover intention in the firm. Notably, the action research sought to determine what internal marketing action could be taken by the firm Olaniwun Ajayi to reduce the intention of lawyers in the firm from wanting to leave the firm. In the context of the purpose of this research and the strong correlation between internal marketing, motivation, commitment and job satisfaction found in literature the action research also sought to determine internal marketing actions that could be taken by the firm to improve motivation, commitment and satisfaction of lawyers in the firm Olaniwun Ajayi LP.

The context of law firms has been selected due to the continuing concerns about turnover of lawyers (Costello-Dougherty, 2007, Lawyer, 2013). The experience in my firm and the result of the preliminary investigations indicate a high rate of turnover in Nigerian law firms. This research is thus very important considering the lacuna of research on turnover in Nigerian law firms. This action research will consider if turnover can be prevented through internal marketing practices. It is also useful to test the applicability of previous findings on turnover to the Nigerian environment especially in the face of research that challenges conventional wisdom on retention and voluntary turnover suggesting that job satisfaction is not conclusive of the decision to stay with an organisation (Michell et al., 2001).

This action research was motivated by the need to find ways of reducing the turnover intention of lawyers in Nigerian law firms. This motivation arose out of my role as a partner in one of the leading firms in Nigeria, which has increasingly become concerned about the need to retain its lawyers for a more extended period of time. For years the firm has been seeking actions that can be taken to improve the retention rate of lawyers in the firm. From existing literature, there was an indication of a link between internal marketing and turnover intention.

1.5 Research Design and Methodology

The research has been conducted as an action research. This is based on the purpose of the research, which is to provide a solution to the lingering turnover challenges in my firm through reducing turnover intention. Action research was considered best to achieve this purpose. Action research is a participatory democratic process aimed at evolving practical knowledge in resolving meaningful human challenges, within the context of a participatory worldview (Coughlan & Brannick, 2010). It is an evolving inquiry process in which practical behavioural science is combined with prevailing organisational knowledge and deployed in solving actual organisational problems (Shani & Pasmore, 1985; 439). Considering the fact that the issue of high turnover has been long lingering in my organisation and it has defied several interventions it was considered most useful to embark on action research with the view to evolving practical knowledge from prevailing organisational knowledge in a collaborative fashion. Action research is carried out by a team made up of an action researcher and members of an organisation aimed at improving the participants' situation (Greenwood & Levin (2007). Hence for the purpose of resolving the problem stated above action research was considered appropriate, as it is particularly amenable to resolving the problems identified in my firm. The principal focus of action research is the generation of knowledge for the explicit purpose of taking action through increasing the ability of the members of the organisation or community to shape their future in a more productive manner and to keep improving their competence to do so within a more maintainable environment (Greenwood & Levin, 2007). Action research does works at changing the initial situation of the organisation or group in the direction of a more self-determined, progressive and sustainable state (Greenwood & Levin, 2007) which is what the firm requires in relation to the need to dealing with the issues around retention of lawyers. It is useful as a means of collaboratively resolving a real-life, significant problem in the workplace thereby contributing to or assisting in organisational learning. A key feature of action research is the move away from the traditional model of knowledge generation where an expert disseminates knowledge from a top-down position. Hence action research seeks to produce practical knowledge that arises from moment to moment action and that shapes moment-to-moment action.

Typically, action research involves an iterative cycle of problem identification, diagnosis, planning, intervention and evaluation of results in order to learn and to plan subsequent interventions (Cassell & Phil Johnson, 2006). Action research commences with an

understanding of the context of the project by seeking to determine why the project or research is desirable. Once this is determined there will be the need to define a desired future state, which provides a boundary for the purpose of the project. The uniqueness of action research is that this pre-step is a collaborative action involving the stakeholders of the project who are engaged in constructing what the issues are (Coghlan & Brannick, 2010). Once the context and the purpose of the project have been determined steps are taken collaboratively to plan what actions to take. Then the planned actions and intervention are implemented, and this should be done collaboratively.

In relation to data collection, the general methods of data collection for qualitative research are used for action research. According to McClure (2002), the commonly used forms of data collection for action research include interviewing, observation and questionnaire. Interviews can either be formal or informal. More recently action researchers have called for the use of quantitative methods in action research (Chandler & Torbert, 2003; Greenwood & Levin, 1998). While the use of qualitative methods has been more amenable to action research, there has been increasing inclusion of quantitative methods to support social action on action research. Marti (2015) identifies sequential and embedded methods as two ways quantitative (collaborative), and qualitative methods have been integrated into action research. In sequential integration, one method precedes the other, which is designed following the result of the first (Marti, 2015). It can be the quantitative preceding the qualitative or vice versa. With embedded integration, quantitative and qualitative tools are nested as part of the same method, so the integration occurs not between but within one method. It can be either method being integrated into the other (Marti, 2015).

For the purpose of this study, the sequential integrated method was utilised. The study commenced with collecting data to measure variables and test hypotheses related to the impact of internal marketing on turnover intention of lawyers in leading law firms in Nigeria including the firm where I work. This was followed by the identifying activities that were then deployed in the action research and followed by a review to determine the effectiveness of the actions taken. Thus the study deployed both deductive and inductive approaches.

1.6 Actions Implemented and Reflected

Drawing from the work of Huang and Rundle-Thiele (2015) the following internal marketing activities were implemented as part of the action research cycle and reviewed and reflected

upon, actions aimed at improving relationships within the firm; actions aimed at improving appraisal and feedback; actions clarifying progression within the firm; actions aimed at improving communication within the firm; actions aimed at mentoring, counseling and training; and actions taken to Improve Work-Life Balance of lawyers

1.7 The rationale of the Study

The central themes of this study are the fundamental concepts of employee turnover and the drive by organisations to retain employees. The pressure to retain employees is not just limited to industry but is also an increasing factor for professional services firms (Eaves, 2008). In relation to law firms, size has become a significant index and factor of success (Galanter & Henderson, 2008, Galanter & Palay, 1999, Galanter & Roberts, 1990). Thus, the attraction and retention of lawyers have become very important for law firms (Mayson, 1997). The possible effect of knowledge loss (Daghfous et al., 2013) arising from employee turnover also makes the need to retain employees a significant factor for law firms. Knowledge is the most valuable resource for organisations (Grant, 1996, Zack, 1999). Hence, every employee that voluntarily leaves the organisation takes with him/her valuable knowledge. Increasing turnover rates in organisations (Authur & Rousseau, 1996, Armstrong, 2009) expose the organisation to some degree of knowledge loss (Massingham, 2008). A number of studies have confirmed the negative impacts of knowledge loss to an organisation including declining organisational productivity and output, lost organisational memory, increased human resource cost and damage to employee morale and motivation (Osterman, 1987, Droege & Hoobler, 2003, Massingham, 2008). Another effect of knowledge loss arising from turnover is that the employee lost is a gain to another organisation thereby possibly increasing competitive advantage for the competitor (Hana & Lucie, 2011). In sum employee turnover negatively impacts organisations as a result of knowledge loss (Shaw, 2011). Retaining knowledge workers is thus very critical to the success of any organisation.

The effect of knowledge loss is more important in firms that provide services (Eckardt et al., 2014). Thus, for law firms and other professional services firms, due to the fact that the service provided is dependent on the lawyers and the client interfaces directly with lawyers and over time builds confidence in the individuals, the issue of knowledge loss arising from turnover becomes more of an acute issue. Beyond knowledge loss, there are other implications of voluntary turnover to organisations. Voluntary turnover has been found to have significant financial implications for organisations with the burden felt more by smaller organisations

(Mitchell et al., 2001). Replacement costs have been found to average as high as 50%-60% of an employee annual salary cost (Porter, 2011) with a total cost associated to turnover ranging from 90% to 200% of annual salary (Cascio & Boudreau, 2008). Organisations have also been found to suffer delayed or reduced customer service while the employee was searching for work and also following his departure (Curtis & Wright, 2001). Voluntary turnover has been found to affect organisational performance negatively (Abullah, Jauhar, Khalid, Shuib, Muhammad & Nor, 2007). It has also been found that voluntary exits from organisations have a contagion effect by affecting morale and motivation (Gawali, 2009) and influences other employees in their thoughts about leaving the organisation. This has been described as the snowball effect (Krackhardt & Porter, 1986).

Specifically, in relation to the law firm where I work, (Olaniwun Ajayi LP), though retention rate had generally improved compared to about 20 years ago when I started working at the firm, voluntary turnover continues to be a significant source of concern. For half of its existence, the firm was a sole practice, which was run by the founder with most lawyers having no desire to work in the firm for a long time. Things changed about 30 years ago when the firm became a partnership. The movement to partnership and the changes in the macroeconomic environment put pressure on the firm to want to retain its lawyers for more extended periods. While things have improved over the years the firm, which is transiting from, a family business to a full-fledged partnership is still plagued with bouts of exits that are disruptive to its operations. The competitive pressure the firm is faced with and the fierce competition for talent has made a case for retention stronger for the firm. Recent happenings where international firms have started to draw employees from the firm to be able to compete for Nigerian work has further heightened the problem. The firm has in the last 15 years lost a lot of its lawyers to competition thus strengthening their ability to compete with the firm. The firm, which has a policy of organic growth became a training ground for other firms. Pre-study interviews with colleagues in other firms confirm similar challenges being faced by the leading commercial firms in the country. It is against the background of this reality that this study is being conducted.

This research is a first step towards empirically investigating voluntary turnover in Nigerian law firms since there is no known literature on the subject. Considering the gap in knowledge about the turnover of lawyers in Nigeria the present research contributes significantly to the development of management knowledge in the field. The results of the

research will go a long way to provide inputs into the strategy for retaining lawyers and are expected to provide actionable knowledge and change. In this vein, the present research will add new knowledge and will provide an immediate direction for the firm I work to practically and immediately deal with the high turnover concerns.

1.8 Research Objectives and Questions

From the foregoing, the principal objectives of this empirical inquiry are to understand ways of reducing turnover intention and ultimately turnover decisions of lawyers in law firms in Nigeria. The research in testing Kessler's (2014) suggestion that internal marketing can be used to make employees more committed, loyal and raise motivation thereby reducing turnover intention will seek in the main to establish the impact if any of internal marketing turnover intention of lawyers in Nigerian law firms. Thus, the principal question for this research will be 'whether internal marketing impacts the turnover intention of lawyers in leading commercial law firms in Nigeria'. To resolve this principal question four sub-questions outlined below will be investigated

- a. Whether internal marketing impacts job satisfaction of lawyers in leading commercial law firms in Nigeria through improving motivation and job commitment of the lawyers;
- b. Whether job satisfaction impacts the turnover intention of lawyers leading commercial law firms in Nigeria;
- c. Whether job satisfaction impacts the service quality of lawyers in of lawyers in leading commercial law firms in Nigeria; and
- d. Whether job satisfaction of lawyers in leading commercial law firms in Nigeria impacts customer satisfaction;

1.9 Structure of the Thesis

The present thesis is structured into seven chapters. This *first chapter* provides a general introduction to the research outlining the motivation for the study, its focus and key objectives. The *second chapter* reviews existing literature on the fundamental concepts that underpin the research thus establishing a gap that this research will seek to fill. Drawing from the concepts found in literature the chapter also introduces the conceptual model and discusses the theoretical framework upon which the model is predicated. *Chapter three* presents the research method adopted, the data collection processes and the techniques used in analysing the data. *Chapter four* presents the result of the data collated and the outcome of implementing

the action evolved during the action research undertaken in my firm. *Chapter five* outlines the conclusions from the research and the implications for the management of law firms in relation to turnover reduction. The *Chapter six* outlines the limitations of the research and identifies areas for future research. The *final chapter* is a reflection of my learning from the research and how it has impacted my organisation and me as a practitioner-researcher.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the relevant literature pertaining to the subject matter of this action research is reviewed and critically discussed. The central objective of the research is to understand ways of reducing turnover intentions of lawyers in law firms through action research. The review of relevant literature identifies turnover intention as a primary precursor of actual turnover and thus explores literature for mitigating turnover intention. The review identifies job satisfaction as a significant moderating factor of turnover intention. The review further explores various antecedents of job satisfaction and considers the impact of internal marketing on job satisfaction and by extension on turnover intention. Drawing from the review, the chapter outlines the hypothesis for the study alongside the theoretical and conceptual framework for the action research.

2.2 Employee Turnover and the link with Turnover Intention

At the heart of this action research is the subject of employee turnover. Employee turnover is the revolving of employees across the labour market: between companies, jobs and occupations and between conditions of employment and unemployment (Abassi et al., 2000). It is the rate of change in the employees of an organisation (Singh et al. 1994). Research has consistently found that employee's intention to leave is the most potent predictor of actual turnover. While the relationship between turnover intentions and actual turnover has been found to vary across various studies due to different moderating factors such as labour market conditions (Kirschenbaum & Weisberg, 1990) or, employee's motivational basis (Vandenberg and Nelson, 1999) nonetheless there is consistent evidence showing that turnover intentions are the 'strongest cognitive precursor of (actual) turnover' (Tett and Meyer, 1993, p. 262). Turnover intention is "a conscious and deliberate wilfulness to leave the organisation" (Tett & Meyer, 1993, p. 262). It is the perceived probability of any individual leaving or staying in an organisation (Cotton & Turtle, 1986). Griffeth (1991) views it as the relative strength of an employee's intention to voluntarily permanently leave an organisation. It can also be said to be an employee's estimated possibility or inclination to leave his employers at some near future time (Oluwafemi, 2013; Price, 2001). Several meta-analyses show that intentions to quit constitute a significant predictor of actual turnover (Griffeth et al., 2000; Hom & Griffeth, 1995). Cotton & Trutle, (1986) and Dalton et al., (1999) examined the relationship between turnover behaviour and turnover intention and found that turnover intention and actual turnover behaviour and decision are highly correlated. Radzi et al., (2009) investigating hotel employees found the strong relationship between the intention of hotel managers and the decision to quit.

Bandhanpreet Kaur et al. (2013) discovered turnover intention led to actual turnover and confirmed that actual turnover would increase where turnover intention increases and conversely. These researchers mostly confirm that turnover intentions are a good pointer to actual turnover (Radzi et al., 2009; Price, 2001; Griffeth et al., 2000; Aizen, 1991). According to Kessler, it is the best and most immediate predictor of turnover (Kessler, 2014). Oluwafemi (2013) in his research found the need to pay attention to turnover intention rather than focusing on remedying the effect of turnover after the fact (Oluwafemi, 2013). The need to pay attention to turnover intention was further given credence in the work of Cappelli (2000) and Griffeth (2000) who both found turnover intention to be very pervasive and to have more severe consequences in organisations.

The importance of turnover intention is further stressed by the fact that even where turnover intentions do not result in actual turnover the existence of turnover intention has adverse consequence for the organisation as it affects organisational performance (Oluwafemi, 2010, Abbasi et al., 2008). Johns, (1997), Meyer, (1997) Griffeth et al., (2000) Oluwafemi, (2009, 2010) Samad, (2012) all found turnover intention to be responsible for low commitment, poor organisational behaviour, poor organisational citizenship behaviour poor work engagement and reduced work output. Bandhanpreet Kaur et al. (2013) found that early recognition of turnover intention is vital in taking action to remedy the situation before the actual turnover occurs and concludes that strategic steps must be taken by organisations aimed at reducing turnover intention as a means of creating competitive advantage).

Against the background of the focus of this action research, which is to reduce the incidence of actual turnover in law firms, drawing from above findings a necessary focus of the action research is turnover intention. The action research was structured to focus on the turnover intention of lawyers in law firms in Nigeria rather than reviewing actual turnover as a means to understanding how to reduce the incidence of actual turnover. Hence, the action research was concerned with turnover intention in the firm and evolving strategic actions to reduce turnover intention in the firm. This is because investigating turnover intention has been found useful in determining the likelihood of staff leaving an organisation thus assisting with identifying opportunities to reduce overall turnover (Bandhanpreet Kaur et al., 2013). The fact that turnover intention leads to actual turnover and also impacts negatively while employees are still engaged makes a compelling case for investigating the subject as intended by this study. This is very imperative considering the challenges faced by my firm because as suggested by

Oluwafemi (2013) reducing or mediating turnover intention will ultimately reduce the rate of turnover in any organisation as the occurrence of actual turnover can be prevented by proactively understanding turnover intention (Oluwafemi, 2013).

2.3 Reducing Turnover Intention; The Link with Job Satisfaction

Having established the centrality of turnover intention for this research, a fundamental question, therefore, is how turnover intention can be reduced, controlled and or managed. Naff and Crum (1999) found that turnover intention is lowered when job satisfaction is increased through higher motivation. Khatri et al. (2001) identified satisfaction with pay, supervision and organisational commitment as contributing to lower turnover intention. Amah (2009) validates the satisfaction theme by reporting various research findings indicating ways of mediating and moderating turnover intention with most emphasising the negative correlation of work satisfaction and turnover intention (Amah, 2009). Shields and Ward (2001) investigating nurses in the NHS found substantial evidence that job satisfaction is the most critical determinant of intentions to quit among NHS nurses. They discovered that nurses who indicated that they were very dissatisfied with their jobs were 65% more likely to maintain an intention to leave their jobs than those reporting to be satisfied. Bashir et al. (2012) conclude that the more satisfied employees are, the less turnover intention (Bashir et al., 2012). Bandhanpreet Kaur et al. (2013) also concludes that job satisfaction has the most significant impact on turnover intentions. Mbah and Ikemefuna (2012) in a study of employees of an oil company in Nigeria found that higher job satisfaction led to less turnover intention. This was also confirmed by Steign (2008) who in analysing Dutch workers found that higher motivation led to more satisfied workers resulting in less inclination to leave their jobs. Other studies (Melanie Lovie-Tremblay, 2011) have also identified age and tenure to be negatively correlated to turnover intention. These findings were however attributed to the fact that older employees had increased job satisfaction and organisational commitment (Bandhanpreet Kaur et al., 2013).

Thus, this study considers job satisfaction as a variable for turnover intention. Consequently, the action research in investigating the reduction of turnover in the firm the approach adopted was to investigate the reduction of turnover intention through improving job satisfaction of lawyers. Hence the action research focused on the identification of actions that can improve job satisfaction in the firm thus leading to a reduction of turnover intention and ultimately reducing the exits of lawyers in the firm.

2.4 Increasing Job Satisfaction to reduce Turnover Intention

Considering the significant impact of job satisfaction on reducing turnover intention, it is thus imperative to consider how job satisfaction can be increased. Job satisfaction has been described as the emotions employee feels about their job, and how they react to them (Tadeka, 2005; Shiu & Yu, 2010). It has also been described as the general attitude that a worker has towards his job with a higher job satisfaction representing a positive attitude (Robbins, 1996). It is a joyful or positive emotional state concerning work or the work experience (Shimizu et al., 2005; Suzuki et al., 2006). Locke (1976) defines it as "*a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience*" (Locke, 1976 p.1304). Spector (2003) adopts a simple approach by stating that it is the extent to which an employee likes his job.

As a theoretical concept, Hoppock (1935) first introduced it in the mid 1930's, and he maintained that an employee's job satisfaction results from the mental and physical satisfaction an employee experiences in the work itself and from the setting of the job. Porter & Lawler's (1968) identified two types of job satisfaction. First, internal satisfaction which refers to job satisfaction that is closely related to the job itself such as a sense of achievement, growth, self-esteem, independence, and sense of control on the job (Shimizu et al., 2005). Secondly is external satisfaction, which derives from matters indirectly linked to the job itself, and includes components such as high salary, promotion, welfare and good working environment.

In understanding the link between job satisfaction and turnover intention it is essential to consider the work of Herzberg et al. (1959) as it provides a historical, theoretical explanation of the link between the two. Herzberg et al. (1959) propounded the two-factor theory as an important framework for understanding employee retention as it provides an explanation of what satisfies or dissatisfies employees, which provides an essential link to understanding turnover intention and decision. According to the two-factor theory, which is also known as the motivator-hygiene theory, there are job factors in organisations, which lead to satisfaction while there are other job factors that prevent job satisfaction. These job factors are classified into two categories. The first, hygiene factors are factors which when in place lead to general satisfaction with the job and prevents dissatisfaction. Herzberg and his associates (1959) maintain that these factors do not lead to satisfaction for the long term, but if absent or non-existent in the workplace they lead to dissatisfaction. When present they pacify the employees and prevent dissatisfaction. Hygiene factors which are referred to as maintenance factors do

not give satisfaction and do not motivate employees to better performance though when absent will create dissatisfaction. Hygiene factors are extrinsic to the work itself and include pay/salary, working hours, breaks, vacation, health care plans, physical working conditions, relationship with peers and supervisory practices.

Motivator factors on the other hand yield positive satisfaction. Unlike hygiene factors, these are inherent to the work. These factors, which are called satisfiers, motivate the employees for superior performance, as they are involved in the performance of the job. Motivator factors include challenging and interesting work, recognition for accomplishments, sense of achievement, opportunity to do meaningful work, sense of responsibility for the work, sense of ownership, involvement in decision making and sense of importance to the organisation. All these arise intrinsically from the job itself and give positive satisfaction. Herzberg et al. (1959) maintain that while disaffection must be eliminated from the workplace by dealing with hygiene factors, the employer must also increase satisfaction by improving on motivating factors. Following from this Raju (2004) proposes an understanding of what increases job satisfaction and reduces job dissatisfaction as a first step towards reducing turnover intention. However, a number of researchers have concentrated more on the need to focus on increasing job satisfaction as the most common factor for reducing employee turnover intention (Griffeth et al., 2000; Lum et al., 1998; Murray & Smith, 1998). Price & Mueller (1989) identified job satisfaction as the most critical factor in turnover intention and decision. This is because as Awang & Ahmad (2010) discovered an employee who is satisfied with his job will be committed to his job and the organisation and will perform his duties well and will not entertain thoughts of leaving the work. Ahuja et al. (2001) discovered the converse that an employee who is dissatisfied with the job would blame the organisation thereby leading to a low commitment to the job making him think of leaving the job. Thus, job satisfaction has been variously found to be negatively correlated to turnover intention (Falkenburg & Seyns, 2007; Summer & Niederman, 2005; Rajenderan & Chandramohan, 2010). Kessler (2012) while researching the effect of job satisfaction on turnover intention of IT employees in Israel found that job satisfaction related negatively to turnover intentions. He concluded based on the research that employers need to invest efforts in making employees more loyal, committed, motivated and more satisfied with their work from the emotional aspect. From the foregoing, an essential element in reducing turnover decisions of lawyers in Nigerian law firms is increasing job satisfaction. Hence, in proposing a model for this study job satisfaction is proposed a central variable of turnover intention amongst lawyers in Nigerian leading law

firms. The action research was thus structured to investigate the reduction of turnover intention through increasing job satisfaction. Thus a central assertion of this research is that increasing job satisfaction will reduce turnover intention.

The central question, however, is how does increasing job satisfaction lead to reducing turnover intention. From the discourse above motivation and organisational commitment have been found to be positively related to job satisfaction (Tansuhaj et al., 1987; 1988; 1991). Satisfied employees have also been found to produce better services (Hartline & Ferrel, 1996) and research has found a positive correlation between job satisfaction and customer satisfaction (Iliopoulos & Priporas, 2011). This has been found to be especially true in the case of service organisations, which going by the intangible nature of the services provided makes employees one of the most critical considerations in the course of value by service organisations (Iliopoulos & Priporas, 2011).

2.5 Turnover Intention, Job Satisfaction and the link to Internal Marketing

From the early literature on internal marketing it has been identified as resulting in job satisfaction (Saser & Arbeit, 1976, 1981; Williams 1977; Berry, 1981; 1987; Tansuhaj et al., 1987; 1988). Grönroos (1990) maintain that organisations can improve the job satisfaction of service contact employees through internal marketing. Barzoki & Ghulaji (2013) found in the research of employees of a bank, significant impact of internal marketing on job satisfaction. Also, Ahmed & Al-Borie (2012) found in research on teaching hospitals in Saudi Arabia that internal marketing has a significant degree of influence on job satisfaction. Iliopoulos & Priporas (2011) also found a positive effect on the job satisfaction of hospital staff in Northern Greece. There is evidence that job satisfaction can be improved through internal marketing (McCartney, 2000; Motowidlo, 1984; Nebeker et al., 2001; Pfeffer & Veiga, 1999). Chang & Chang (2007; 2009) has found that internal marketing can be used to deal with low job satisfaction and high turnover. Chang and Chang's (2007) study of medical centres in Southern Taiwan found that internal marketing had positive effects on job satisfaction and organisational commitment. Their research revealed that when the job satisfaction level of nurses increases organisational commitment is enhanced correspondingly with the nurses recognising organisational values and goals and deciding to remain with the organisation for a more extended period. (Chang & Chang, 2007). According to their findings, internal marketing has a distinctly positive influence on job satisfaction and organisational commitment. Thus this

action research will be considering how internal marketing can increase job satisfaction. Thus, a central assertion of this research is that internal marketing positively impacts job satisfaction.

Motivation, Job Satisfaction and Internal Marketing

How is internal marketing linked to job satisfaction? From the early days of the discourse of internal marketing and its role in the service organisations, motivation has been identified as one of the consequences of internal marketing (Berry, 1976). Naff and Crum (1999) in working with government employees established that higher motivation leads to higher job satisfaction, which in turn lowers turnover intention. Steign (2008) also came to a similar conclusion when in analysing Dutch government workers found that higher motivation led to more satisfied workers resulting in less inclination to leave their jobs. Nahavandi et al. (2008) argued that internal marketing increases employees' motivation through the treatment of jobs as internal product and selling same to employees. This action of selling the product to employees leads to the motivation of the employees. Azedo and Alves (2014) sought to determine the practical influence of the theoretical assertion that internal marketing influences motivation by conducting a survey of 234 nurses and they found that internal marketing practices do impact and influence the level of motivation of nurses. Ndubisi and Ndubisi (2013) maintain that internal marketing plays a strong role in motivating employees of small, medium enterprises in Africa. Beyond being a consequence of internal marketing, motivation has also been found to be an antecedent of job satisfaction in employees. Motivation has been found as positively related to employee's job satisfaction (Al-Hawary et al., 2013). In the public service, a number of researchers have confirmed that motivation has a strong correlation with job satisfaction (Vandenabeele, 2009, Wright & Pandey, 2008, Vansteenkiste et al., 2007, Wright & Davis, 2003). Naff and Crum (1999) in working with government employees established that higher motivation leads to higher job satisfaction, which in turn lowers turnover intention. Steign (2008) also came to a similar conclusion when analysing Dutch government workers found that higher motivation led to more satisfied workers resulting in less inclination to leave their jobs. Scheers and Botha (2014) working with frontline retail workers established a strong relationship between motivation and job satisfaction. A more recent study by Ismail and Razaq (2016) confirmed the strong relationship between motivation and job satisfaction. Considering this important consequence of internal marketing, it is thus vital to understand the concept of motivation a bit more.

Mark et al. (1998) asserted that motivation stimulates workers to act in a desired manner. Turner (1995) sees it as “*voluntary uses of high-level self-regulated learning strategies, such as paying attention, connection, planning and monitoring*” (1995, p. 413). In Broussard and Garrison’s (2004) view motivation as the “*attribute that moves us to do or not to do something*” (2004, p.106). The attempt to understand human motivation dates back to the time of Greek philosophers who attributed the driving force for human behavior as hedonism, and this was built upon by the works of philosophers such as Locke, Bentham and Mill who explained human behavior with the principle of seeking pleasure and avoiding pain (Korzynski, 2013). The twentieth century started with the introduction of instinct as an explanation of human motivation (William, 1887; McDougal, 1908; Korzynski, 2013). This was soon displaced by proponents of the concept of learning from the past in motivated behaviour (Thorndike 1911; Hull, 1943). This view was soon challenged by social scientists such as Mayo (1933), Barnard (1938) and Roethlisberger et al. (1939) who revealed that social needs were factors of motivation. The 1950s witnessed the introduction and prevalence of content theories which emphasized individual needs as an explanation of motivation (Korzynski, 2013) with Maslow (1954) evolving the hierarchy of needs, Alderfer (1972) condensing Maslow's into three core needs of existence, relatedness and growth (ERG theory), McClelland (1965) centering on the desire for achievement, power and affiliation.

Herzberg (1973) and Hackman & Oldman (1976) asserted that specific features of a job could motivate or demotivate an employee. The mid-1960's saw the introduction of a new approach to motivation called the process theory, and it regarded motivation from a dynamic perspective (Korzynski, 2013). Adams equity theory was one of such. He argued that people desire a balance between their contribution and the outcome they get out of their efforts (Korzynski, 2013). Vroom's (1964) expectancy theory was also a process theory, which assumed that people cognitively assigned probabilities to three factors, expectancy, instrumentality and valence (Korzynski, 2013). Porter and Lawler (1968) developed Vroom's theory by asserting that performance and satisfaction are mediated by individual's abilities, traits role, perceptions and rewards (Korzynski, 2013). A third motivation theory, goal setting theory appeared in the late 1960s, which identified goal specificity, goal difficulty and goal commitment as facilitators of task performance (Locke, 1968; Steers & Porter, 1974). These early theories continue to be the basis of continuing work on employee motivation. Nohria, Groysberg & Lee (2008) have recently introduced a new model identifying four components of motivation as, engagement, satisfaction commitment and intention to quit. They also

identified four drives that underscore motivation; drive to acquire, drive to bond, drive to comprehend and drive to defend. Thus, this action research will consider how internal marketing through increasing motivation of the lawyers in law firms can increase job satisfaction. Thus, the research will assert that internal marketing positively impacts motivation, which in turn will lead to increase job satisfaction.

Work Commitment, Job Satisfaction and Internal Marketing

Another consequence of internal marketing is work commitment, which has also been found to be positively related to job satisfaction (Tansuhaj et al., 1988). Organizational commitment reflects an employee's feeling towards an entire organisation (Garland et al., 2009; Barzoki & Ghujali, 2013). Porter et al. (1974) asserts that organizational commitment is the level of an employee's identification with and loyalty to an organization and comprises, (1) a firm belief in and agreement with the organizations goals and objectives (value commitment); (2) preparedness to commit more efforts to benefit the organization (effort commitment); and (3) disposition to continue as a member of the organization (Lambert et al., 2006, Moss et al., 2007). According to Buchanan (1974) organisational commitment is the emotional connection an employee has to his organisation and entails; identifying with and accepting the organisation's objectives and values, mental devotion to and attentiveness to a job role and devotion to and affection for the organisation. It refers to the extent of an individual's association with and attachment to his or her organisation (Mowday et al., 1982). From the review of several pieces of literature Ahmed & Al-Borie (2012) identified five employee factors of organizational commitment, (1) aspiration to endeavor to the fullest in order to represent the organization; (2) yearning to continue with an organization; (3) feelings of fitting and fidelity to an organization; (4) agreement with major organizational goals and values; and (5) positive assessment of the organization. Allen and Meyer (1990) identified three aspects of organisational commitment. First, continuance commitment relates to the perceived cost of leaving and seeming lack of alternatives. Thus, employees with high continuance commitment stay in their employment because they have no alternative but to. On the other side is affective commitment, which involves an emotional connection between an employee and his organisation hence the employee stays in the job because he wants to. A third aspect is normative commitment, which arises from an employees' feeling of duty to stay with the organisation due to shared norms and values.

Barzoki & Ghulaji (2013) revealed in research on employees of a bank, significant impact of internal marketing on organisational commitment. Also, Ahmed & Al-Borie (2012) found in research on teaching hospitals in Saudi Arabia that internal marketing has a significant degree of influence on organisational commitment. Tanguhaj et al. (1991) revealed that internal marketing could lead to improved organisational commitment, motivation, and task involvement and job satisfaction. According to Joseph (1996), internal marketing can lead to the retention of employees through motivating, mobilising, co-opting and managing them while continuing to improve services to external customers. Hence, this action research will consider how internal marketing through increasing work commitment of the lawyers in law firms can increase job satisfaction. Thus, the research will assert that internal marketing positively impacts job commitment of the lawyers in law firms, which in turn will lead to increase job satisfaction.

Service Quality, Job Satisfaction and Internal Marketing

Besides the foregoing, the literature also bears significant link between Internal marketing, customers service and turnover intention. Internal Marketing traces its origins to the need to treat employees as customers with the view to motivating them to improved service quality (Berry, 1976; George, 1977; Thompson, 1978). Hence one of the consequences of job satisfaction and of internal marketing is improved service quality (William, 1977; Tansuhaj et al., 1987; 1988; Grönroos, 1997). Service Quality can be defined as a customer's perception of how well a service meets or exceeds expectations (Gaspari et al., 2011). Parasuraman et al. (1988) assert that service quality results from a comparison of perceived and expected service performance. It is the decision about the overall distinction or superiority of a service encounter (Parasuraman et al., 1988). Grönroos (1990) revealed that service quality could improve customer satisfaction (Zeithaml & Bitner, 2002). Grönroos (1982) has recognised two dimensions of quality, functional and technical quality. Functional quality is the perception of the approach the service was delivered while technical quality is the result of the service that the customer receives. According to Ahmed & Rafiq (1993) and Manville & Ober (2003), an increase in employee satisfaction leads to an improved view of service quality and value by external customers. High contact services have been found to have a strong relationship between job satisfaction and service quality and customer satisfaction (Brown & Lam, 2008; Hong et al. 2013). Having satisfied employees improves the quality of service, which in turn increases customer loyalty and in turn organisational performance (Powers & Valentine, 2008; Tortosa et al., 2009; Salegna & Fazel, 2011).

Greene, Walls & Schrest (1994) supports the view that internal marketing is vital to better service and that it is an essential condition to external marketing. A number of researchers have confirmed that superior service quality is a consequence of the impact of internal marketing (Homburg, Wieseke & Hoyer 2009; Sousa & Coelho, 2013). There has been significant evidence of internal marketing contributing to the success of service industry organisations (George, 1990; Greene et al. 1994; Grönroos, 1990; Rafiq & Ahmed, 2000). Tsai & Tang (2008) find that internal marketing leads to more exceptional service quality. Opoku et al. (2009) also revealed this on research on retail banks in Ghana. In relation to the consequence of service quality, Hart et al. (1990) maintain that increased levels of internal service quality lead to improved employee satisfaction, which contributes to higher service quality to external customers. It has also been found that where service quality levels are high, it leads to low staff turnover and improved employee morale (Thompson et al., 1996; Lewis, 1989; Lewis, 1993). Slatten & Svaeri (2009) found that perceived employee service quality has a significant direct effect on employee turnover intention. Thus, this action research will consider how internal marketing through increasing job satisfaction impacts service quality, which in turn leads to a reduction of turnover intention. Thus, the research will assert that job satisfaction positively impacts service quality, which leads to a reduction in the turnover intention of lawyers.

Customer Satisfaction, Job Satisfaction and Internal Marketing

One of the results of increased service quality is customer satisfaction. It has been revealed that internal marketing influences the performance of employees and customer satisfaction through increasing the degree of employees' job satisfaction (Gounaris, 2008). Customer satisfaction is an evaluation of a product or service done by a customer after consumption where the perceived performance of the product or service meets or exceeds the customer's prior expectations (Bearden & Teel 1983; Oliver 1980; 2010; Mittal & Frennea, 2010). A customer's satisfaction with an organisation's offering is a product of a comparison of the employees' expectations and the customer's perception of product or service (e.g., Fornell et al., 1996; Oliver 1980; 2010). This overall satisfaction of a customer has a strong positive effect on customer loyalty intention for several services and products (Fornell, 1992; Fornell et al., 1996). In relation to services, overall satisfaction has been found to be similar to the overall evaluation of service quality (Haumann et al., 2014). A number of studies have established the fact that the level of job satisfaction is related to an employee's customer orientation and thus customer satisfaction (Bagozzi, 1978; Beltramini & Evans, 1988; Brown

& Peterson, 1993). These researchers were however of sales teams (Gounaris, 2008). Drawing from these, this action research will consider how internal marketing through increasing job satisfaction impacts customer satisfaction which in turn leads to a reduction of turnover intention. Thus, the research will assert that job satisfaction positively impacts customer satisfaction, which leads to a reduction in the turnover intention of lawyers.

2.6 Internal Marketing and Turnover Intention:

Besides these findings linking internal marketing to increasing job satisfaction, which in turn reduces turnover intention, there are studies that have established the impact of internal marketing on turnover intention. In a study of Indian call centre industry, Budhwar et al. (2007) recommended the application of internal marketing concepts for the reduction of turnover in the industry. The authors maintain that internal marketing will help firms in the industry attract and retain qualified human resources and proceeded to outline internal marketing policies that could be adopted to assist in reducing turnover. Chang & Chang's (2008) research into the turnover intention of employees in the leisure and tourism industry provides a more direct assessment of the impact of internal marketing on turnover intentions. The study was of employees of a tourist hotel in Taiwan and aimed at understanding whether internal marketing practices, which considers employees as internal customers, has significant influences on employee turnover intention. The research found a significant negative correlation between internal marketing and turnover intention. From the research, they conclude that Internal-marketing strategies effectively enhances an organisation's commitment to its employees and its ability to retain outstanding employees as a favourable perception of internal marketing activities is associated with increased organisational commitment (Chang & Chang, 2008). They conclude that the more an employee recognises internal marketing, the lower the turnover intention of such an employee (Chang & Chang, 2008). This study validates earlier studies which all found significant relationship between internal marketing practices and policies and turnover intention (You, 2004; Wang, 2002; Jhu & Li, 2001).

While these studies are significantly indicative of the influence of internal marketing on turnover intentions it must be stressed that most of the findings are of Asian countries, limited to one or two institutions, in most cases low earning employees, save for the research on nurses, the research was on employees without distinct professional qualifications, it is, therefore, imperative to test the conclusions in another context to determine the applicability of the proposition that internal marketing is negatively correlated to turnover intention. It is for this reason that this research is of utmost importance and relevance. First, the proposition is

being tested in Nigeria an African country. Secondly, it is being applied to a professional cadre of employees. Thirdly, it is being applied to a professional services firm. Hence, the result of the research in addition to providing insight into turnover patterns in the firm I work for will be contributing significantly to knowledge.

2.7 Implementing Internal Marketing

Internal Marketing as a Concept

The term Internal marketing was first adopted by Berry et al. (1976) as a solution to the challenge of delivering consistently high service quality by front-line service employees (Rafiq and Ahmed, 2000). The term was subsequently adopted by George (1977) when he asserted, *“to have satisfied customers, the firm must also have satisfied employees”* (George, 1977, p. 91). However, the first attempt at a clear and direct definition was made by Berry (1981) when he defined Internal Marketing as *‘viewing employees as internal customers, viewing jobs as internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organisation’* (Berry, 1981, p. 25). This definition captured the essence of the focus of the early literature on the subject (Rafiq & Ahmed, 2000), which viewed internal marketing from the perspective that an organisation is required to have satisfied employees to have satisfied customers (George, 1977). This thinking was evident in the work of Sasser & Arbeit (1976) who supported the view that the employee is the most important market for a service company and contended further that when jobs are regarded as products and employees as customers managers are compelled to commit the same level of care they will apply to purchasers of their services to their jobs and employees (Sasser & Arbeit, 1976). Hence the emphasis on the initial view of internal marketing was a strong focus on employee satisfaction since in marketing services an organisation is offering the services of its employees (Ahmed & Rafiq, 2004). It thus became important for organisations to attract, retain and motivate the best employees (Ahmed & Rafiq, 2004) and internal marketing was advocated as an effective approach to attaining this. Berry & Parasuraman (1991) therefore defined internal marketing as *‘attracting, developing, motivating and retaining qualified employees through job products that satisfy needs. Internal marketing is the philosophy of treating employees as customers, and it is the strategy of shaping job products to fit human needs’* (Berry & Parasuraman, 1991, p.151).). Internal marketing thus emerged from viewing employees as internal customers and their jobs as internal products which meet the needs and wants of the internal customers and in the process fulfilling the objectives of the organisation (Berry, 1981). This approach inspired

Thomson (1991) who viewed the consideration of the employee, as a valued customer as the focus of internal marketing. For Berry (1981) the marketing tools utilised in attracting customers can also be used to attract and retain the employees who can be thought of as internal Customers. Christopher et al. (1991) saw internal marketing as important in evolving a customer-focused organisation with the fundamental aim of developing internal and external customer awareness. This view led to the adoption of traditional personnel function into the internal marketing function considering the definition and focus of internal marketing as the attraction, development, motivation and retention of employees through job products that met their needs while treating the employees as customers (Berry & Parasuraman, 1991).

This initial focus on employee motivation and satisfaction of Internal Marketing soon evolved to a focus on customer orientation. Grönroos (1981) who championed this evolution contended that it was not adequate for employees to be motivated to perform better but they must be customer and sales minded. He premised this view on the fact that employees in services organisation are involved in what he termed as *'interactive marketing'* and as such it is important that they are responsive to customers as the buyer-seller interactions impact the purchasing and repeat purchase decision of customers and also provides marketing for the organisation. He concludes that it is therefore important for service organisations to take advantage of this opportunity by utilising internal marketing to get 'motivated and customer-conscious employees'. Grönroos (1981) thus concludes *'holding that an organisation's internal market of employees can be influenced most effectively and hence motivated to customer consciousness, market orientation and sales mindedness by a marketing-like internal approach and by applying marketing like activities internally'* (Grönroos, 1985 p. 42). This thinking influenced the inclusion of marketing like activities in the definition of internal marketing by Grönroos (1985). A number of subsequent writers adopted Grönroos' (1985) formulation, viewing internal marketing as management transactions taking place within the organisation where the employee is regarded as a supplier and customer of the firm's value chain thus making the quality of the goods dependent on the quality of the internal transactions taking place amongst the employees (Gummesson, 1987; Bhote, 1991; Lukas & Maignan, 1996; Lings & Brooks, 1998; Brooks et al., 1999; Tortosa et al., 2010). Though Grönroos's (1985) view of internal marketing as leading to the motivation of employees through the adoption of marketing like approaches is similar to that of Berry, he, however, differs from Berry in the fact that employees are not treated as customers (Ahmed & Rafip, 2004). Additionally, Grönroos's (1985) focus is on influencing the employees to be customer oriented rather than focusing on

satisfying and motivating the employees (Ahmed & Rafiq, 2004). George (1990) also associates with this view of internal marketing by proposing the adoption of marketing like techniques internally to motivate employees to be service minded and to adopt customer-oriented behaviour. Kotler (1991) is also of a similar school defining internal marketing as a means by which organisations could effectively hire, maintain and motivate employees to provide better services to customers. Relatedly, Schoell & Guilinan (1995) consider internal marketing as a firm's effort at communicating and motivating employees to partake in the goal of improving the customer satisfaction. Joseph (1996, p. 55) similarly defines internal marketing as *"the application of marketing, human resources management and allied theories, technologies and principles to motivate mobilise, co-opt and manage employees at all levels of the organisation to continuously improve the way they serve external customers and each other"*. Quester & Kelly (1999) viewed internal marketing as an approach to promoting the requirement for market orientation or the concept of service to external customers among the employees of an organisation. All these focused on a marketing approach to internal marketing with the goal of internal marketing being pushing the organisational services before the customer.

A third trend appeared in literature with the recognition of internal marketing as a vehicle for implementing strategy (Ahmed & Rafiq, 2000). This thinking evolved with Winter (1985) who outlined a role for internal marketing of *'aligning, educating and motivating staff towards institutional objectives, the process by which personnel understand and recognise not only the value of the program but their place in it'* (Winter, 1985 p.69). This role for internal marketing was further advanced by the growing recognition of internal marketing as a cross-functional integrating mechanism in organisations (Flipo, 1986, George, 1990, Glassman & McAfee, 1992). This mechanism is important to successful implementations of strategy, as it is beneficial in working to overcome inter-functional conflict and assisting with improved internal communication (Ahmed & Rafiq, 2004). Internal marketing has thus come to be advocated as an approach for dealing with resistance to change and reducing inter-functional frictions in organisations. This has led to a broader application of internal marketing to organisations beyond service organisations and has been advocated for use in wide range of contexts (Ahmed & Rafiq, 2004). This view of internal marketing extends the scope of internal marketing beyond the customer facing, and hence service improving focus and argues that internal marketing could be used to motivate non-contact employees towards improving the organisation as a whole thus serving the customer better and improving the organisation (Rafiq

& Ahmed, 1993). Rafiq & Ahmed (1993) maintain that internal marketing can be utilized in the execution of corporate strategies through using it as a means of overcoming organizational inertia and thus suggested defining internal marketing as *'planned effort to overcome organisational resistance to change and to align, motivate and integrate employees towards the effective implementation of corporate and functional strategies'* (Rafiq & Ahmed, 1993, p. 222). This broadened definition diminishes the focus on the employee as a customer and rather focuses on recognising the central role of employees in the process of effective implementation of marketing and other programmes aimed at attaining customer satisfaction (Rafiq & Ahmed, 1993). Mattson (1988) views internal marketing as taking a comprehensive view of an organisation's human resource and seeking to facilitate an inspiring internal environment. Berg (1986) thus considers internal marketing as *'active market or business oriented communication a company has with its employees in a bid to improve business and market consciousness, motivation and loyalty'*. Darling & Taylor (1989) views internal marketing as a method for overcoming resistance to change among the workforce. Varey & Levis (1999) advocate a broadened concept of internal marketing. They argue that some present-day management problems can be dealt with utilising a broadened concept of internal marketing including the retention of skilled employees through counteracting declining management standards and providing clear corporate and personal direction (Varey & Levis, 1999, Lambert, 1995). They thus maintain that internal marketing should not be viewed as a specialist functional approach, but rather it represents the convergence of different management concepts and tools. This approach was also extended to organisation learning with some authors seeing internal marketing as a tool for management of knowledge required by an organisation (Cahill, 1995; Varey & Lewis 1999).

What constitutes Internal Marketing?

What actions then amounts to or constitutes internal marketing? In this regard, the work of Ueno (2010) is very instructive. Ueno (2010) in reviewing several literature identified common elements of internal marketing occurring through the work of several writers on the subject of services marketing including Grönroos (1990), Berry & Parasuraman (1992), Joseph (1996), Taylor & Consenza (1997), Kasper, Van Helsdingen & De Vries (1999). Ueno (2010) identified the following twelve elements of internal marketing from their work, (1) recruitment and selection; (2) training; (3) teamwork; (4) empowerment; (5) performance measurement and reward system; (6) communication; (7) culture; (8) top management commitment; (9)

involvement and leadership; (10) employee commitment and involvement (11) internal marketing segmentation and targeting; and (12) internal marketing research and motivation and job satisfaction. These elements can be viewed as the activities that underpin internal marketing. They are the activities in an organisation that the internal marketing activities will be aimed at. In implementing or deploying internal marketing, it is any of these items that will be the focus of the activities of the organisation. It will appear to me that it is the focus of the activities that matter and not so much the activities itself. Thus any and all activities that are aimed at attaining the objective of internal marketing will so qualify. In this regard, Huang and Rundle-Thiele (2015) conducted a review of 20 different internal marketing measurement scales indicating various measures that have been applied in researching internal marketing. These measures were categorised into three distinct categories of activities and functions as constituting internal marketing activities. The activities are namely internal communication, training and internal marketing research. According to Huang and Rundle-Thiele (2015), internal communication is the most commonly measured elements of internal marketing and their research confirming the benefit to the organisation of effective communication between employers and employees (Freeman and Varey, 1997, Gummesson, 1987, Piercy and Morgan, 1995, Varey and Lewis, 1999). Concerning training Papasolomou and Vrontis (2006) have researched the central place of training, as a conceptual basis of internal marketing and this is manifested in service standards, training, programmes and rewards. In support of this element of internal marketing, Lee and Chen (2005) defined internal marketing to include training and communication. Concerning internal market research, Rafiq and Ahmed (2003) posit that without understanding the employee segments and their needs employers will continue to produce messages that have no relevance or meaning to their employees.

Berry (1976) views internal marketing being implemented as a program premised on communication with employees aimed at developing their potential and motivating them to better service while making provision for rewarding employees who offer excellent services (Gounaris, 2005). Sasser & Arbeit (1976) advocated implementation through market research and job re-engineering, which will attract and retain the employees for the provision of quality service (Gounaris, 2005). Wasener & Brunner (1999) also advocated implementation through formal and informal market research. William (1977) applied internal marketing as a strategic tool focused on improving the status and pay apprehensions of employees involved in providing frontline services with the view to improving the quality of services provided (Gounaris, 2005). Grönroos (1983) adopted internal marketing as a strategic tool for encouraging and creating the state of mind that will lead to the provision of effective customer

service (Gounaris, 2005). Tansuhaj et al. (1987, 1988), Gummesson, (1987) and Foreman and Money (1995) supported implementation through communication with employees. Wasner & Brunner (1999) also promoted communication to sell the company's objectives as an approach to implementing internal marketing, while Varey (1995) advocated communication to sell the importance of customer service (Gounaris, 2005).

Ahmed & Rafiq (2004) propose a new model for the implementation of Internal Marketing, which is derived from the combination of Berry's (1981) & Grönroos' (1981) model of internal marketing. Berry's (1981) model for the implementation of Internal Marketing required the treatment of employees as customers and their jobs as products which necessitates taking into account the needs and wants of the employees as customers and making the job which is the product more attractive to the employees as customers. Grönroos' (1981) model requires supportive recruitment practices, training, participative management and increased employee discretion as precursors to customer-conscious employees. These actions lead to the creation of customer-conscious employees through the increase of job satisfaction. Ahmed & Rafiq (2004) proposal is a combination of the two models in a manner that expounds the connection between customer satisfaction, customer loyalty and increased profits. They maintain that adequate training, employee discretion and participative management will lead to employee satisfaction. It is also crucial that the jobs are structured to meet the needs of the employees while emphasising communication between marketing and contact employees (Ahmed & Rafiq, 2004). For this to be successfully implementable supportive senior management is key as it signals to all employees the importance of the internal marketing initiative (Ahmed & Rafiq, 2004). Concerning tools for the implementation of internal marketing, the marketing mix has been advocated in the implementation of internal marketing structured around the 4Ps of products, promotion, price and place (Piercy & Morgan, 1991). However, considering the intangible nature of the product involved in internal marketing Ahmed & Rafiq (2004) advocates the adoption of the extended marketing mix for services (Booms & Bitner, 1991) which includes physical evidence, process and participants. They argue that the addition of these features justify the case for an integrated effort for effective service delivery (Ahmed & Rafiq, 2004).

Huang and Rundle-Thiele (2015) following review of 20 different internal marketing scales in literature categorised internal marketing activities under three broad heads. The first activities are internal communication activities. Traditionally in marketing promotional tools

such as advertisement are used to communicate with customers, and in the case of internal marketing, such communications are directed at employees (Huang & Rundle-Thiele, 2015). According to Huang and Rundle-Thiele (2015) review of the literature, internal communication has been found to change employee attitudes and increase customer satisfaction.

The second set of internal marketing activities deriving from literature as identified by Huang and Rundle-Thiele (2015) are activities aimed at improving methods of satisfying employees and customers. These activities are labelled by Huang and Rundle-Thiele (2015) as training activities, and they include all human resource management functions aimed at recruiting, training, incentivising, and retaining employees (Huang & Rundle-Thiele, 2015).

The third and final categorisation of internal market activities as espoused by Huang and Rundle-Thiele (2015) is internal market research. These are activities aimed at getting organisations to become aware of different needs of employees.

My Definition of Internal Marketing and Link to this Action Research

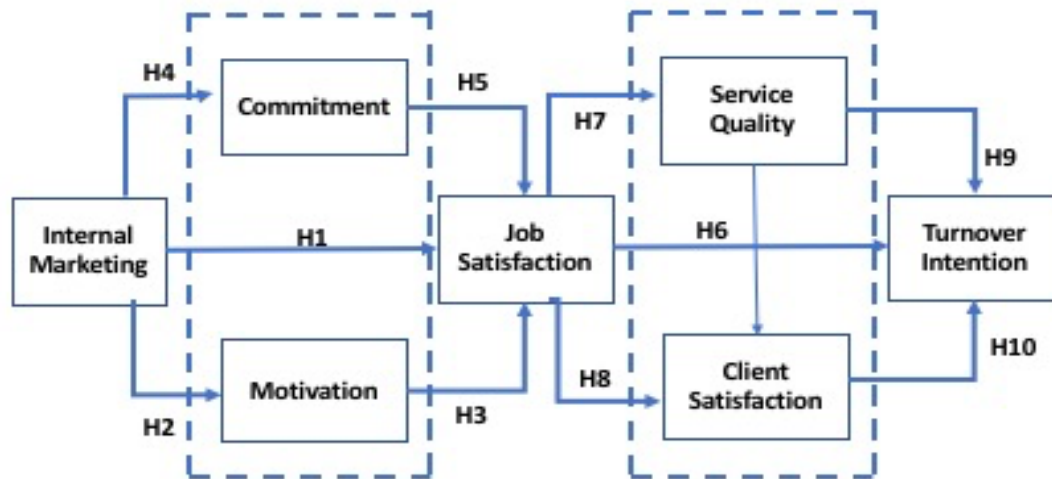
I identified earlier the three strands of the concept of Internal marketing that has emerged over the years from literature. Having reviewed the three strands and the various definitions that underpin the strands one common feature is the focus of internal marketing on the employees. While the outcome of the focus may differ the central focus of internal marketing activities are employees of an organisation. While the first strand was focused on the employee, the second on customers, and the third on the organisation the common thread in all the three schools of thoughts is the focus on the employees. Thus, internal marketing can be used as a human resource tool, a marketing platform or a strategic approach. Hence in my view none of the strands is wrong or better than the other. Each emphasises a possible utility of internal marketing while in each case still focusing and working on the employees of an organisation. Thus, I view internal marketing as activities aimed at increasing the satisfaction of employees with the possible impact of getting them to improve their service offering thus providing better services to customers or influencing them to change to attain a corporate objective. Through the implementation of internal marketing activities that satisfy employees, the employees are able to improve their services, serve customers better and implement any demand for change by the organisation. Thus, as confirmed by reviewed literature internal marketing can lead to job satisfaction, thereby making employees provide better services, which in turn will lead to customer satisfaction. It is for this reason that internal marketing can

be a human resource, marketing and strategic tool. This conclusion is what makes internal marketing appealing to me as an approach to resolving the turnover challenges in my firm. It can create satisfied employees, who in turn improve their service offering, thus making customers more satisfied and this can lead to the attainment of a strategic objective of reducing turnover intention and consequently the incidence of turnover. Thus, based on my review of literature and for the purpose of this action research, Internal Marketing can be defined as activities embarked upon by an organisation aimed at motivating employees in the organisation through satisfying them to continuously improve the way they serve external customers and also attain specific strategic objectives of the organisation. It is on this definition that this work has been premised.

2.8 Theoretical Concept

Drawing from the above literature review and integrating insights based on analysis deriving from pre-study interview a conceptual model is proposed for this research built on the case that internal marketing increases commitment and motivation of lawyers working in leading commercial firms in Nigeria; thus, having positive effects on job satisfaction, which in turn improves service quality and client satisfaction resulting in reduced propensity of lawyers to leave law firms. Figure 1 below provides an overview of the hypothesised associations will be empirically tested in this research. For the purpose of this study, seven variables have been used. The dependent variables include job satisfaction, service quality, client satisfaction and propensity to leave. The independent variables are internal marketing, commitment and motivation. Through the proposed framework internal marketing influences motivation and commitment of lawyers which in turn impacts job satisfaction which affects the quality of work produced by lawyers and thus customer satisfaction which all affect the propensity of a lawyer to leave a firm.

Figure 2:1 Conceptual Model: Internal Marketing and Turnover Intentions in Nigerian Law Firms



2.9 Internal Marketing and Job Satisfaction of Nigerian Lawyers

Job Satisfaction

The primary link between internal marketing and turnover intention is job satisfaction. From the review above the emphasis on internal marketing has been increasing job satisfaction in employees with the resulting effect of contributing to improved service delivery and consequently customer satisfaction (Sasser & Arbeit, 1976, Berry, 1981, 1987, Tansuhaj et al., 1987). There has been ample evidence that internal marketing influences job satisfaction (Sasser & Arbeit, 1976, 1981; Williams 1977; Berry, 1981, 1987; Tansuhaj et al., 1987, 1988) Grönroos (1990) maintains that organisations can improve the job satisfaction of service contact employees through internal marketing. Barzoki & Ghulaji (2013) found in research on employees of a bank, significant impact of internal marketing on job satisfaction. Also, Ahmed & Al-Borie (2012) found in research on teaching hospitals in Saudi Arabia that internal marketing has a significant degree of influence on job satisfaction. Iliopoulos and Priporas (2011) reveal a positive effect on the job satisfaction of hospital staff in Northern Greece. There is empirical evidence that job satisfaction can be enhanced through internal marketing practices (McCartney, 2000; Motowidlo, 1984; Nebeker et al., 2001; Pfeffer & Veiga, 1999). Chang & Chang (2007; 2009) found that internal marketing could be used to deal with low job satisfaction and high turnover. It can be seen from this line of literature it that internal marketing practices will lead to increased job satisfaction in lawyers of leading Nigerian firms. Therefore:

H1: *Internal Marketing practices are positively associated with job satisfaction of lawyers in Nigerian law firms*

Motivation

A critical question flowing from the hypothesis above is how the link between internal marketing and job satisfaction is established. The initial discourse on internal marketing centred on the role of internal marketing in the service organisation motivation (Berry, 1976). Berry and Parsuraman (1991) defined internal marketing as motivating employees through job products. The more recent research identified internal marketing as motivating employees in order to promote customer conscious and market orientation (Snell & White, 2009). Hence a central role for internal marketing traditionally is the motivation of employees. Thus, a number of researchers have confirmed motivation as a consequence of internal marketing (Tanguhaj et al., 1991). According to Nahavandi et al. (2008), internal marketing increases employees' motivation through the treatment of jobs as internal product and selling same to employees. This action of selling the product to employees leads to the motivation of the employees. Ndubisi and Ndubisi (2013) maintain that internal marketing plays a strong role in motivating employees of small, medium enterprises in Africa. Azedo and Alves (2014) sought to determine the practical influence of the theoretical assertion that internal marketing influences motivation by conducting a survey of 234 nurses and they found that internal marketing practices do impact and influence the level of motivation of nurses.

On the other hand, motivation has been found to be an antecedent of job satisfaction. A number of researchers have found motivation to be positively related to job satisfaction (Tansuhaj et al., 1987; 1988; 1991, Al-Hawary et al., 2013). In the public service, a number of researchers have confirmed that motivation has a strong correlation with job satisfaction (Vandenabeele, 2009, Wright & Pandey, 2008, Vansteenkiste et al., 2007, Wright & Davis, 2003). Naff and Crum (1999) in working with government employees established that higher motivation leads to higher job satisfaction, which in turn lowers turnover intention. Steign (2008) also came to a similar conclusion when analysing Dutch government workers found that higher motivation led to more satisfied workers resulting in less inclination to leave their jobs. Scheers and Botha (2014) working with frontline retail workers established a strong relationship between motivation and job satisfaction. A more recent study by Ismail and Razaq (2016) confirmed the strong relationship between motivation and job satisfaction. Since

internal marketing leads to motivating employees and motivation results in job satisfaction, it is thus the proposition of this model that internal marketing impacts job satisfaction by motivating employees. I, therefore, posit that internal marketing will positively impact motivation of lawyers in Nigerian law and consequently increased motivation will positively impact job satisfaction. Consequently, the following two hypotheses are constructed to guide the analysis:

H2. *Internal Marketing practices are positively related to motivation of lawyers in Nigerian law firms*

H3 *Motivation is positively related to job satisfaction of lawyers in Nigerian law firms*

Commitment

Relatedly, another consequence of internal marketing is organisational commitment, which has also been found to be positively related to job satisfaction (Tansuhaj et al., 1988). Organizational commitment reflects an employee's feeling towards an entire organisation (Garland et al., 2009; Barzoki & Ghujali, 2013) and indicates the level of an employee's identification with and loyalty to the organisation (Porter et al., 1974). Tansuhaj et al. (1991) found that internal marketing can lead to improved organisational commitment, motivation, and task involvement and job satisfaction. Tsai (2011) working with nurses in Taiwan established that internal marketing plays a central role in perceptions of organisational commitment and service quality and thus organisational commitment was a mediator between internal marketing and service quality. Also, Ahmed & Al-Borie (2012) found in research on teaching hospitals in Saudi Arabia that internal marketing has a substantial degree of effect on organisational commitment. Barzoki & Ghulaji (2013) found in research on employees of a bank, significant impact of internal marketing on organisational commitment. Tsai (2014) found that internal marketing influences organisational commitment amongst nurses in Taiwan. More recently Bailey et al. (2015) confirmed earlier research by finding a highly significant positive effect of internal marketing on employee commitment in the Saudi Arabian banking sector. Thus, a clear consequence of internal marketing is organisational commitment (Caruna & Calleya, 1998, Naude et al., 2003, Chang & Change, 2008).

On the other hand organisational commitment has been confirmed by various academic study to be an antecedent of job satisfaction (Kovach 1977, La Lopa, 1997, Brown & Peterson, 1993). Tai et al. (1998) found a strong correlation between commitment and job satisfaction.

Markovits et al. (2007) indicated a strong influence of organisational commitment on intrinsic and extrinsic job satisfaction. Adekola (2012) working on a comparison of commitment in public and private organisations concluded that in both public and private organisations increases in work commitment led to increase in job satisfaction. Since one of the precursors of job satisfaction is work commitment, and a number of researchers as outlined above have confirmed the positive impact of internal marketing on work commitment it is, therefore, the argument of this model that internal marketing will increase work commitment of lawyers in leading Nigerian law firms and consequently positively impact job satisfaction. Consequently, the following two hypotheses are constructed to guide the analysis:

H4. *Internal Marketing practices are positively related to commitment of lawyers in Nigerian law firms*

H5. *Commitment is positively related to job satisfaction in Nigerian law firm.*

2.10 Job Satisfaction, Turnover Intentions and Internal Marketing

Voluntary turnover intention "is a conscious and deliberate wilfulness to leave the organisation" (Tett & Meyer, 1993, p. 262). It is the perceived probability of any individual leaving or staying in an organisation (Cotton & Turtle, 1986). Griffeth (1991) views it as the relative strength of an employee's intent towards voluntarily and permanently withdrawing from an organisation. It can also be said to be the estimated possibility or propensity of any employee to leave his employers at in the near future (Oluwafemi, 2013, Price, 2001). Turnover intention is the thought process that precedes the turnover behaviour (Chang & Chang, 2008). Several pieces of literature have suggested ways of mediating and moderating turnover intention and most have emphasised the negative correlation between work satisfaction and turnover intention (Amah, 2009). Indicating that the more satisfied employees are, the less turnover intention. To increase work satisfaction a number of academic works have suggested internal marketing (Berry, 1981, Thomson, 1991, Taylor & Consenza, 1998). Hence, Kessler (2014) while researching the effect of job satisfaction on turnover intention of IT employees in Israel found that job satisfaction related negatively to turnover intentions. He concluded based on the research that employers need to invest efforts in making employees more loyal, committed, motivated and more satisfied with their work from the emotional aspect. He thus recommends for future study the impact of internal marketing on turnover intention and also as a possible moderating variable on turnover intention. There is, therefore, a link between turnover intention and job satisfaction and between job satisfaction and internal marketing.

From the early days of the concept of internal marketing its value as a moderating influence on turnover had been recognised with Berry maintaining that marketing tools utilised in attracting customers can also be used to attract and retain the employees who can be considered as internal Customers (Berry, 1981). Drawing on the impact of internal marketing Taylor & Consenza (1998) advocate internal marketing as an answer to the problem of turnover in public accounting firms. Relying on the key element of communication in internal marketing Taylor & Consenza (1998) argue that the cultural climate in organisations will be bridged thus reducing turnover intention. Peltier et al. (2003) recommend internal marketing as an avenue for resolving the satisfaction and retention dilemma for healthcare organisations. They advocate a paradigm shift towards a more relationship-based approach to nursing staff that view the nurses not just as employees but also as a significant customer group. Their research of a small group of German nurses showed internal marketing as a strong tool for build organisational loyalty and hence improving retention. Research on the application of internal marketing in the UK Retail Banking sector though discovered the poor use of the concept, however, confirmed its utility in building employee loyalty.

Wildes & Park's (2005) study of the application of marketing strategies to employees in the food service industry indicated that employees stayed longer in their jobs and recommended same to others where there has been concerted efforts made at improving internal service qualities using marketing strategies. The study implied a reduction in turnover rate in the industry as a result. Chen et al. (2006) conducted a study into the relationship between internal marketing and medical personnel's turnover intention during the outbreak of a dangerous disease and found a significant correlation between internal marketing activities and turnover intention of medical personnel. Chang & Chang's (2007) study of medical centres in Southern Taiwan found that internal marketing had positive effects on job satisfaction and organisational commitment. In a study of Indian call centre industry, Budhwar et al. (2007) recommended the application of internal marketing concepts for the reduction of turnover in the industry. Chang and Chang's (2008) research into the turnover intention of employees in the leisure and tourism industry found a significant negative correlation between internal marketing and turnover intention. From the research, they conclude that Internal-marketing strategies effectively enhances an organisation's commitment to its employees and its ability to retain outstanding employees as a constructive perception by employees of internal marketing activities is linked to increased organisational commitment (Chang & Chang, 2008). The more recent work of Katsikea et al. (2015) confirmed a negative correlation between job satisfaction

and turnover intention and thus concluded that satisfied people are less likely to leave organisations. From the foregoing, there is confirmatory theoretical evidence establishing a link between internal marketing and turnover and turnover intention. It is, however, the case that the link between internal marketing and turnover is attained through improved job satisfaction. Consequently, I posit that:

H6: *Job satisfaction of lawyers in Nigerian law firms is positively associated to reduced turnover intention*

Job Satisfaction and Service Quality

Internal marketing traces its origins to the need to treat employees as customers with the view to motivating them to improve service quality (Berry, 1976; George, 1977, Thompson, 1978). There has been significant evidence of internal marketing contributing to the success of service industry organisations (George, 1990; Greene et al., 1994; Grönroos, 1990; Rafiq & Ahmed, 2000). Tsai & Tang (2008) find that internal marketing leads to greater service quality. Opoku et al. (2009) also confirmed this on research on retail banks in Ghana. Hence, one of the consequences of job satisfaction and of internal marketing is improved service quality (William, 1977, Tansuhaj et al., 1987, 1988; Grönroos, 1997). Greene, Walls & Schrest (1994) argue that internal marketing is vital to better service and that it is an essential condition to external marketing. A number of researchers have confirmed that superior service quality is an impact of Internal marketing (Homburg, Wieseke & Hoyer 2009, Sousa & Coelho, 2013). Boshoff and Tait (1996) report a positive relationship between job satisfaction and quality of service. This has been explained by the fact that satisfied and loyal employees are more enthusiastic and more qualified in delivering a higher level of service quality (Silverstone & Cross, 2000). Employees that are satisfied are more willing to provide services in conformity with the requirements set by the organisation thus leading to high level of quality service (Trivellas & Santouridis, 2016). Relatedly high job satisfaction has been found to create the willingness to work and thus impacting efficiency and performance (Gountas et al., 2014) a situation that will lead to improved quality. Chao et al. (2016) in research of workers in an elderly care home in Taiwan found a positive correlation between job satisfaction and service quality. They explained that when employees have higher levels of job satisfaction they are enthusiastic and this enthusiasm leads them to reward the organisation through improving the quality of service provided. Considering extant literature linking job satisfaction to quality service I posit that increased job satisfaction deriving from internal marketing activities will

result in improved quality service of lawyers in leading firms in Nigeria. Thus, the following hypothesis is constructed to guide this analysis:

H7: *Job satisfaction is positively related to improved service quality of lawyers in Nigerian law firms.*

Job Satisfaction and Client Satisfaction

Several studies have indicated that it is impossible to establish a loyal and satisfied customer base without a satisfied employee group (Vilares & Coelho, 2001). These studies show significant improvement in customer satisfaction following improvement in employee attitude (Vilares & Coelho, 2001). Brooks (2000) examined the association between customer and employee variables and found that, depending on market segment and industry, favourable employee attitudes account for between 40 and 80 percent of customer satisfaction and loyalty. Vilares & Cohelo (2000) also found that perceived employee satisfaction, loyalty, and commitment had a substantial effect on perceived service quality thus leading to improved customer satisfaction. Harter, Schmidt, & Hayes (2002) in an investigation of 7,939 business divisions in 36 companies, discovered positive relationships, significant enough to have extensive practical value, between employee satisfaction and customer satisfaction.

Gounaris (2008) supports that internal marketing positively influences the performance of employees and thus customer satisfaction through increasing the degree of employees' job satisfaction (Gounaris, 2008). A number of researchers have established the fact that the level of job satisfaction is related to an employee's customer orientation and thus customer satisfaction (Bagozzi, 1978, Beltramini & Evans, 1988, Brown & Peterson, 1993). These research were however of sales teams (Gounaris, 2008). Kermani 92013) in a study of Iranian workers in the insurance sector found a positive influence of job satisfaction on customer satisfaction.

It is therefore proposed as a model that increased internal marketing activities resulting in increased employee satisfaction will lead to improved customer satisfaction. This is because the improved employee attitude as a result of job satisfaction leads to a motivated and

empowered staff that give the service delivered to the client such care and attention that leads to a positive perception of the service provided. I, therefore, posit that improving the

job satisfaction levels of lawyers in Nigerian law firms will translate to improved satisfaction of clients of Nigerian law firms. Consequently, the following hypothesis is constructed to guide this analysis.

H8: *Job satisfaction and Service Quality are positively related to improved client satisfaction of Nigerian lawyers*

Service Quality and Turnover Intentions

Following from the postulation above that job satisfaction impacts service quality, it is the further proposition of this model that improved service quality of lawyers will lead to a reduction in the turnover intention of lawyers in Nigerian law firms. Earlier researchers have indicated a link between employee satisfaction and customer perceived quality (Grönroos, 1984). It has been found that where service quality levels are high, it leads to low staff turnover and improved employee morale (Thompson et al. 1996; Lewis, 1989; Lewis 1993). Van der Aa et al. (2012) confirmed the crucial importance of service quality in the reduction of turnover. Specifically, concerning turnover intention, Slatten & Svaeri (2009) found that perceived employee service quality has a significant direct effect on employee turnover intention. Slatten et al (2011) investigating the matter further detected based on a survey of 1,079 frontline employees that there are significant indications that the perception of employees of service quality has direct negative impact on employees' turnover intentions and identifies as implication the need for organisations to focus on improving the perceived service quality of service organisations as an essential element of turnover management. Slatten et al (2011) however identified as a limitation the fact that the sample for his study was drawn from a broad range of frontline employees across different service organisation and thus called for an investigation into the effect of service quality on turnover intention in specific service sector so as to contribute to an enhanced theoretical appreciation while identifying practical implications for turnover management in organisations. It is thus the case for this model that improved quality service will lead to a reduction in turnover intention. Consequently, the following hypotheses are constructed to guide the analysis:

H9: *Improved Service Quality is positively related to reduced turnover intention.*

Client Satisfaction and Turnover Intention

Following from the postulation above that job satisfaction will positively impact client satisfaction it is further proposed that increased client satisfaction will have a negative impact on turnover intention. Research has established that the level of job satisfaction is related to an employee's customer orientation and thus customer satisfaction (Bagozzi, 1978; Beltramini & Evans, 1988; Brown & Peterson, 1993). Thus, improved employee satisfaction contributes to improved service quality to external customers, thus leading to enhanced customer satisfaction. It has been established that where service quality levels are high, it has been confirmed as leading to low staff turnover and improved employee morale (Thompson et al. 1996; Lewis, 1989; Lewis 1993). Though there has not been much work on the link between the impact of client satisfaction on turnover intention Frey et al. (2013) however argues that increased client satisfaction in professional services firm will lead to increased employee satisfaction, which leads to improved employee retention.

This research will thus seek to investigate the relationship if any between improved customer satisfaction and turnover intention. I, therefore, posit for this research that increased client satisfaction of clients of Nigerian law firms will lead to reduced turnover intention of lawyers working in those firms. Thus, the following hypothesis is constructed to guide this analysis

H10: *Increased Client Satisfaction is positively related to reduced turnover intention.*

2.11 Conclusion

From the preceding, there is confirmatory research work that addressing turnover intention is one of the most effective ways of preventing the negative impacts of turnover in organisations. A clear way of reducing the intention to leave is to increase job satisfaction in employees. Job satisfaction has a positive effect on service quality and customer commitment, which in turn leads to reduced turnover intention. Job satisfaction, on the other hand, is attained through improving engagement and motivation of employees. The preceding indicates confirmatory evidence that internal marketing leads to enhanced motivation and employee commitment. It is thus proposed considering the increasing concern of high turnover in law firms that a way to reduce the incidence of high turnover in Nigeria law firms is to reduce the propensity to leave which means dealing with turnover intention. It is further proposed that improving service quality and consequently client satisfaction through enhanced job

satisfaction by focusing on improved motivation, and organisational commitment will reduce the intention of lawyers to quit Nigerian law firms.

It is also a further proposition that the deployment of internal marketing will lead to increased motivation and commitment of Nigerian lawyers thus resulting in improved job satisfaction which will lead to improved service quality and client satisfaction and thus reducing the propensity of Nigerian lawyers to want to leave their law firms. Considering the fact that there is no known published work on lowering the turnover intention of Nigerian lawyers this research seeks to determine whether the deployment of internal marketing in Nigerian law firms is associated with reduced turnover intention. This research furthers the theoretical framework linking internal marketing with job satisfaction with the resultant effect of reducing turnover intention as suggested by the study of Kessler (2014) on IT employees in Israel.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The focus of this action research is to find ways of reducing the incidence of turnover intention in the firm where I work. Based on earlier literature on the impact of internal marketing on turnover intention of employees the action research sought to determine what internal marketing actions could be taken by the firm Olaniwun Ajayi to reduce the intention of lawyers in the firm from wanting to leave the firm. In the context of the purpose of this research and the strong correlation between internal marketing and motivation, commitment and job satisfaction found in literature the action research also sought to determine internal marketing actions that can be taken by the firm to improve motivation, commitment and satisfaction of lawyers in the firm Olaniwun Ajayi LP. This chapter outlines the research methodology adopted for attaining the above objective.

3.2 Research Philosophy

At the heart of any research endeavour, is the philosophy upon which the research premised. Research philosophy is the viewpoint directing the manner in which data concerning a phenomenon should be collected, analysed and utilised. For this research, I was influenced by the interpretive approach. The interpretive research adopts a relativistic understanding of the events being studied (Orlikowski and Baroudi, 1991). Interpretive researchers view the search for meaning and understanding as subjective and knowledge as a social construction (Walsham, 1993). Interpretive researchers examine social reality, and subjective meanings held by people and through this seek to determine and observe what is significant and essential to them. In the course of interpretive research, it is not intended to report facts but rather the interpretations of other people's viewpoints (Walsham, 1995). The research process is an iterative cycle of data collection and analysis thus there is no rigid, inflexible dichotomy between data collection and analysis. The result of the ongoing investigation influences the continuing data collection. The cycle is repeated, and theory is elaborated and checked as the process continues. The focus on interpreting people's interpretations makes it essential for interpretive researchers to interact directly and intensively with the subjects of their research. Considering the focus of this research which is to discover ways of reducing turnover intention of lawyers in my firm it was deemed more appropriate to adopt an interpretive approach as this will assist in understanding why the lawyers in the firm are leaving and what can make them stay. Only a subjective interpretation of an intervention in the reality of the firm can lead to such an understanding.

3.3 Research Design

A research design is a statement explaining and justifying what data is to be gathered, for any research and how and where the data will be collected (Easterby-Smith et al., 2008).

With the interpretive research mindset, the research was conducted as action research. Considering the purpose of the study, which is to provide a solution to the lingering turnover challenges in my firm through reducing turnover intention it was thought best to achieve this through action research. Action research is a participatory democratic process aimed at evolving practical knowledge in resolving critical human challenges, within the context of a participatory worldview (Coughlan & Brannick, 2010). It is an evolving inquiry process in which practical behavioural science is combined with current organisational knowledge and deployed in solving actual organisational problems (Shani & Pasmore, 1985; 439). Considering the fact that the issue has been long lingering in my organisation and has defied several interventions it was considered most useful to undertake action research with the view to evolving practical knowledge from prevailing organisational knowledge in a collaborative fashion. Action research is carried out by a team made up of an action researcher and members of an organisation aimed at improving the participants' situation (Greenwood & Levin (2007). Hence to resolve the problem stated above action research was considered appropriate, as it is mainly amenable to solving the problems identified in my firm. The principal focus of action research is the generation of knowledge for the explicit purpose of taking action through increasing the ability of the members of the organisation or community to shape their future in a more productive manner and to keep improving their competence to do so within a more maintainable environment (Greenwood & Levin, 2007). Action research does works at changing the initial situation of the organisation or group in the direction of a more self-determined, progressive and sustainable state (Greenwood & Levin, 2007) which is what the firm requires concerning the need to dealing with the issues around retention of lawyers. It is useful as a means of collaboratively resolving a real-life, significant problem in the workplace thereby contributing to or assisting in organisational learning. A key feature of action research is the move away from the traditional model of knowledge generation where an expert disseminates knowledge from a top-down position. Hence action research seeks to produce practical knowledge that arises from moment to moment action and that shapes moment-to-moment action.

Typically action research involves an iterative cycle of problem identification, diagnosis, planning, intervention and evaluation of results in a bid to learn and to plan subsequent interventions (Cassell & Phil Johnson, 2006). Action Research commences with an understanding of the context of the project by seeking to determine why the project or research is desirable. Once this is established there will be the need to define a desired future state, which provides a boundary for the project. The uniqueness of action research is that this pre-step is a collaborative action involving the stakeholders of the project who are engaged in constructing what the issues are (Coghlan & Brannick, 2010). Once the context and the purpose of the project have been determined steps are taken collaboratively to plan what actions to take. Then the proposed actions and intervention are implemented, and this should be done collaboratively. The outcomes of the actions are evaluated, and the whole process is repeated. Zuber-Skerritt & Perry (2002) distinguish core action research and thesis action research. They maintain that there is a difference between collaborative, participatory action research in the field and independent action research that is carried out in preparing a thesis.

Action research commences with an understanding of the context of the project. This pre-step requires an evaluation of the need for the project, the forces necessitating the change in the organisation, the external forces influencing the change, the strength and possible impacts of these forces and the case for responding to these forces. It is also useful to consider the level of choice and impact it will make on the organisation as a whole. These considerations will naturally lead to a determination of the desired future for the organisation concerning the subject of the forces. This pre-step defines and sets the parameters for the focus of the research project. This focus is what will galvanise the members of the organisation into action. The pre-step period also involves a determination of the relationships within the organisation that are vital to a successful implementation of the research.

This pre-step is followed by diagnosing phase of critically identifying the central issues for consideration during the action research. It is these issues that will form the basis for the action to be planned and taken. This phase may change as the action research cycle progresses, but it needs to be clear as the issues transition during the project. An essential element of the diagnosing phase is the need for it to be a collaborative venture involving every member of the group (Coghlan & Brannick, 2010). It is important to note that the diagnosis process should focus on issues rather than problems or opportunities as labels and language are significant for this stage as viewing issues as problems or opportunities may create negative sense which could

lead to a reaction of detachment and non-commitment from participants. (Dutton et al., 1983, Coghlan & Brannick, 2010). During the diagnosis phase, it is essential to consider the issues in broad categories without trying to attach a dominant interpretation to any of the problems. This results in a more in-depth and richer consideration, which ensures a more effective resolution of the issues. Hence at this stage, the issues should not be simplified, and no interpretation should be ignored (Coghlan & Brannick, 2010).

Diagnosing leads to planning. This will commence with determining the context for the change, the degree and extent of choice involved in the change. Once the need for change is determined, it will be useful to define the desired future state. This is necessary for providing the participants with a vision of the future thus creating the necessary energy required to engage in the action research positively. Once the desired future is determined, it is essential to outline the matters in the present that needs changing to attain the desired future. All these will result in setting out a strategic and operational plan, which will outline the goals, activities, structures, projects, and actions that will lead to the desired state. Also, there is the need for a commitment plan which will identify members of the organisation that must be involved in carrying out the strategic and operational plan, obtaining the support and where the required the involvement of these members of the organisation (Coghlan & Brannick, 2010).

Finally, whatever action is agreed is then implemented and evaluating the action performed follows implementation. This phase is a critical part of the action research process and involves reviewing the action taken, and this necessarily requires reflection on the experience of the action. This should be done in a manner not to pick blame or evoke guilt but with the attitude of generating learning in understanding what has happened and what needs to be adjusted. This review can take place in three dimensions. First individuals within the organisation can evaluate how the whole action research impacts them and what they need to do. The review can also be done from an organisational perspective, what the organisation learnt and what needs to be adjusted from a corporate standpoint. A third dimension of the review is from external parties such as clients, customers and other stakeholders that interact with the organisations (Coghlan & Brannick, 2010). This process of constructing, planning, taking action and evaluating action continues until the desired change and outcome is attained.

Concerning data collection, the general forms of data collection for qualitative research are used for action research. According to McClure (2002), the frequent use of data collection

for action research includes interviewing, observation and questionnaire. Interviews can either be formal or informal. More recently action researchers have called for the use of quantitative methods in action research (Chandler & Torbert, 2003; Greenwood & Levin, 1998). While the use of qualitative methods has been more amenable to action research, there has been increasing inclusion of quantitative methods to support social action on action research. Marti (2015) identifies sequential and embedded methods as the two ways quantitative (collaborative), and qualitative methods have been integrated into action research. In sequential integration, one method precedes the other, which is designed following the result of the first (Marti, 2015). It can be the quantitative preceding the qualitative or vice versa. With embedded integration, quantitative and qualitative tools are nested as part of the same method, so the integration occurs not between but within one method. It can be either method being integrated into the other (Marti, 2015). Marti (2015) gave three examples of the sequential method where quantitative measuring preceded participatory method. In the three examples, quantitative methods were used to determine the areas of intervention with a participatory method.

For this study, the sequential integrated method was utilised. The study commenced with collecting data to measure variables and test hypotheses related to the impact of internal marketing on turnover intention of lawyers in leading law firms in Nigeria including the firm where I work. This was followed by identifying activities that were then deployed in the action research and accompanied by a review to determine the effectiveness of the actions taken. Thus the study used both deductive and inductive approaches.

3.4 Quantitative Data Generation Sources and Methods of Communication

Considering the sequential integrated approach adopted for this action research the first part of the action research was quantitative data generation measuring and testing variables identified in the previous chapter testing in the main the impact of internal marketing on turnover intention of lawyers in the leading law firms in Nigeria. For this action research, it was decided to generate primary data as the availability of secondary data on lawyers in Nigeria that could have been used in the study could not be readily and easily ascertained. Beyond the unavailability of secondary data, it was also decided to generate primary data as it will give greater confidence that the data collected will match the objective of the research. It was also decided to create primary data as the structure of the sample and the data collected can be controlled to precisely suit the objective of the research (Easterby-Smith, 2008). The quality of secondary data has been viewed to be uncertain (Easterby-Smith, 2008). The principal

disadvantage of primary data collection of huge expenses did not apply to this research, as it did not involve any travelling or massive production cost; hence it was not expensive to collect primary data. Heavy reliance was placed on electronic data generation thus making it advantageous for the research objective to generate primary data (Easterby-Smith, 2008). Considering the aim of the research, which is to test the impact of internal marketing on turnover intention of lawyers in Nigerian law firms the population of this research, consists of lawyers in the leading commercial law firms in Nigeria. Lawyers from eight of the leading firms in Nigeria were selected to participate in the study based on a sampling approach explained below under Methodology of Research.

A questionnaire survey was utilised for this part of the research, which was sent to all the unit of the sample. A web-based survey platform (Gunn, 2002) called Survey Monkey (SurveyMonkey.com) was adopted. A lot of advantages have been attributed to the use of information technology to support the evaluation of data (Dommeyer et al., 2004; Salmon et al., 2004; Watt et al., 2002). It has also been found that utilising web-based questionnaires can avoid a lot of the challenges with the survey process such as data entry, administration and analysis (Watt et al., 2002, Nulty, 2008).

Emails were sent to key informants containing a link to the online survey. The cover email contained an appropriate introduction to the action research and the information sheet. Reminders were sent several times to recipients of the email to participate in the survey. This approach guaranteed anonymity, confidentiality and candid responses. The web-based survey was designed to ensure participants complete all questions to give the resulting data credibility and reliability. The design of the survey made completion easy. Participants could save answers and complete at their convenience. The interface of the design was also interactive giving participants sufficient information required to complete the survey. A total of 394 lawyers were invited to participate in the action research, and 142 lawyers completed the survey. The principal challenge in completing the action research was the speed of response. Several reminders had to be sent to the invitees to get them to participate. Most of the lawyers spoken to complained of the length of the questionnaire. Being very busy lawyers setting out time to deal with the questionnaire was a significant challenge. A few people also complained about the fact that being web-based there was the need for Internet access at the time the questionnaire is to be completed. Being an emerging economy Internet access for a lot of people is limited to office hours. This limited completion to office period where office work competed for time.

3.5 Questionnaire and Measurement Development for the Quantitative Data

The instrument contained the following subscales: Internal Marketing orientation (17 items), Work Motivation (10 items), Work Commitment (12 items), Job Satisfaction (5 items), Service Quality (7 items), Client Satisfaction (4 items) and Turnover Intention (5 items) arranged in that order. Considering the inherent nature of the variables in the study a seven-point Likert scale was adopted for responses, anchored at strongly agree and strongly disagree. Items in the questionnaire were developed by consulting the relevant literature and measurement scales from prior empirical scales recognised in the literature with appropriate modifications to fit the objective of this study. Each item was positively worded, limited only to one idea and the questions were not leading (Easterby-Smith et al., 2008).

The questionnaire was based principally on the Internal Marketing Orientation Scale (IMO Scale) developed by Ian Lings and Gordon Greenley (Lings & Greenley, 2005). The IMO Scale was developed as a valid and reliable instrument to measure internal market orientation within organisations and test the relationship between internal marketing orientation and essential factors in the organisation such as staff attitudes, retention, staff compliance and customer satisfaction (Lings & Greenley, 2005). The IMO Scale is a 51-item 7-point Likert scale, anchored at strongly agree and strongly disagree. Portions of the IMO Scale testing internal marketing orientation, client satisfaction, staff turnover and service quality were incorporated into the questionnaire used for the action research. To measure work motivation, the Work Motivation Scale (Shouksmith & Hesketh, 1986) was used. This scale is a 10-item 7-point Likert scale, anchored on at strongly agrees and strongly disagrees. The scale was designed to test the extent professionals are satisfied with their jobs meeting their major needs. To test work commitment the Allen and Meyer (Allen & Meyer, 1999) Commitment scale was adopted. Questions in the first part of the scale dealing with Affective commitment were incorporated into the questionnaire. The questionnaire was tested on select lawyers and also members of the human resources team of my firm Olaniwun Ajayi LP. Comments received from the pretesting were used to improve the questionnaire.

3.6 Population and Sampling for the Quantitative Data

Sampling is the procedure for selecting representation (a sample) from a bigger group (sampling population) to become the basis for assessing or predicting the prevalence of an unknown piece of information or a situation or outcome regarding the bigger group (Frey et

al., 2000). A sample is a “subgroup of a population” (Frey et al., 2000). Berinstein (2003) has described population as a “taste” of a group (Berinstein, 2003). A principal consideration of a sample is that it should be representative such that each sampled unit has characteristics of a known number of units in the population. (Lohr, 1999).

There are two recognised standard methods of sampling, probability sampling and non-probability sampling (Henry, 1990). The decision on what method to use for any research is a function of the objective of the research (Henry, 1990). Probability sampling is more suited to a situation where the researcher requires a certain degree of confidence in the data collected (MacNealy, 1999). According to Frey et al. (2000), the difference in the two sampling methods is the degree of confidence that the selected sample represents the population from which it is drawn from (Frey et al., 2000). While probability samples can be rigorously analysed to determine possible bias and likely error non-probability sampling does not have such an advantage (Henry, 1990). Probability sampling was considered more appropriate for the research objective. Probability sampling has the distinctive feature that each unit in the population has an identified, nonzero prospect of being included in the sample (Henry, 1990). With probability sampling, every subject or unit has an even chance of being chosen from the population (Fink, 1995). This possibility eliminates the danger of researcher's bias arising from his opinion and preferences thus making the results of the research more generalised from the sample to the whole of the population (Frey et al., 2000).

Probability Sampling is of four basic types. Simple random sampling, where each member of the study population has an equal probability of being selected; systematic random sampling, where each member of the group is either assembled or listed, a random start is selected and members of the population are picked at equal intervals; stratified random sampling, where each member of the population is assigned to a group or stratum followed by a random selection from each of the stratum; and cluster random sampling, where each member of the population is assigned to a group or cluster, clusters are then selected randomly and all members of a cluster are included in the sample (MacNealy, 1999). For this study cluster probability sampling was adopted.

The objective of this action research is to determine the effect of internal marketing on turnover intention of lawyers in leading law firms in Nigeria. Hence the population for the research is lawyers engaged in the leading law firms in Nigeria. In determining the leading firms

in Nigeria, I consulted a recognised international legal directory that ranks law firms and lawyers globally. Chambers and Partners has since 1990 been identifying and ranking law firms and lawyers in over 180 jurisdictions globally (Chambers and Partner, 2015). According to the International In-House Counsel Journal, Chambers and Partners is the most consulted legal directory for lawyers (iicj.net). For its 2015 reporting and rankings, Chambers and Partners ranked Nigerian law firms in four practice areas namely Banking and Finance, Corporate Commercial, Dispute Resolution and Energy and Natural Resources (Chambers and Partners). Only 18 firms in the country made the rankings as leading firms and were ranked in four bands with Tier 1 firms representing the best in the relevant practice areas. For the survey, firms ranked Tier 1 in all the four practice areas that has details of their lawyers on their websites were selected to participate in the survey. One firm each ranked Tier 2 and Tier 3 who have details of lawyers on their websites was also selected to participate in the survey. A second international legal directory IFLR 1000 (iflr1000.com) was consulted to confirm the rankings of the firms selected as being representative of the leading firms in Nigeria.

The accuracy of conclusions drawn from a sample is mostly dependent on the population from which the sample is drawn (Easterby-Smith et al., 2008). The selection of nine out of the 18 firms internationally recognised as leading firms in Nigeria for the year 2015 makes the sample size truly representative of the population of leading law firms in Nigeria. The firms selected being leading law firms in the country are more likely to be better organised and managed in matters that relate to internal marketing. Smaller firms are less likely to embark on internal marketing activities. The population from which the sampled firms were selected are also the only firms in Nigeria who have a presence in more than one location. All the firms surveyed had more than 30 lawyers in the firm and also had offices in more than one city in Nigeria. All have offices in Lagos and Abuja with some also having offices in Port Harcourt. Hence the firms selected had lawyers living and working in more than one location in Nigeria. Surveying the larger firms is representative of firms in the Nigerian legal space. The websites of all the leading firms were visited. Of all the ranked firms only nine had details of lawyers including email addresses listed on the

A total of 394 lawyers were invited to participate in the survey. The firms and the number of lawyers invited to participate in the survey is as follows:

Table 3.1 Law Firms Surveyed and Number of Responses from each Law Firm

Firm	Number of Lawyers invited
Adepetun, Caxton-Martins, Agbor & Segun	38 lawyers
Aelex	31 lawyers
Ajumogobia & Okeke	35 lawyers
Aluko & Oyebode	71 lawyers
Banwo & Ighodalo	42 lawyers
Jackson, Etti & Edu	32 lawyers
Olajide Oyewole & Co	26 lawyers
Olaniwun Ajayi LP	74 lawyers
Templars	45 lawyers
Total	394 lawyers

3.7 Statistical Approach and Data Analysis of the Quantitative Data

SPSS software was used to analyse the quantitative data collected from the survey. This was used to summarise the data with the view to making appropriate inferences from the data.

To analyse the data, firstly, an exploratory factor analysis was conducted to reduce variable dimensions. Exploratory factor analysis (EFA) was used to analyse the data. EFA is a statistical approach that is used to identify complex interrelationships among items that are a part of unified concepts. Before using factor analysis, Kaiser-Meyer Olkin (KMO) and Barlett's tests of sphericity were effected to determine the reliability of items in the scale. The tests also investigated the appropriateness of factor analysis for the data set in the enquiry (Lombaard, Van der Merwe, Kele & Mouton, 2011). According to Blaikie (2003), Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy ought to be deployed before embarking on a Factor Analysis (FA) to satisfy that selected items are suitable for further analysis. The Kaiser-Meyer-Olkin measure of sampling adequacy is an index for relating the magnitudes of detected correlation coefficients with the degree of partially correlated coefficients. Following the task of establishing if factor analysis was appropriate for the study through Bartlett's test of sphericity and the KMO, the next rational step is to establish the number of factors that could be extracted for the study. Also, construct reliability was assessed using Cronbach's Alpha. The study then employed Pearson product-moment correlation to determine the relationship between the variables. Considering the fact that the survey population are lawyers working in

the leading law firms in Nigeria and mostly based in Lagos a Harman Single Test using SPSS was also deployed to test common method bias.

3.8 Participatory Qualitative Research Participants

With the identification of the key issues from the quantitative data, the qualitative portion of the action research was set in the context of the law firm Olaniwun Ajayi LP. A focus group was set up made up of 12 lawyers drawn from each of the levels in the firm; Associates, Senior Associates and Partner. To ensure independence, a lawyer in the firm was tasked with selecting, approaching and inviting lawyers to the focus group with the principal qualification based on availability. Lawyers who did not want to participate were not invited to join the set. Lawyers were only informed of details of the venue, date and time of the focused group interview following consent to participate. As such, I did not influence the selection of the group in any way. A great deal of emphasis was placed on ensuring representation across the whole firm. The group was made up of seven Associate, four senior associates and one partner. Each of the seven practice groups in the firm was represented by at least one lawyer. A focus group of 12 lawyers was considered adequately representative of a firm with about 80 lawyers. I am a partner in the firm with responsibility for the Oil and Gas Practice and also a member of the Partnership Board having governance responsibility for the firm. As a member of the Partnership Board, I have clear governance responsibility for every member of the group as I have over all the lawyers in the firm. Also, two members of the group work with me in the Oil and Gas Practice group. The age of focus group members ranged from 24 to 46 years. The tenure of participants ranged from a year to 15 years in the firm. Participants' consent was obtained before the discussions were commenced. It was explained that the discussions were for academic purposes and did not have any implications for their position in the firm. The fact of my position as a partner in the firm was discussed, and it was explained that it had no implications for them in the firm and participants were encouraged to be free and open with contributions. It was emphasised that participants would suffer no risk of retribution from participating and were free to withdraw at any time and have a choice not to answer any question.

3.9 Methodology For the Participatory Qualitative Research

The action research was a classical action research based on the work of Kurt Lewin (1946). The action research was conducted in a manner to solve a problem in the firm with me being the researcher and my organisation being the client. In conducting the action, research

knowledge was generated in addition to solving a problem through engaging in a cycle of planning, taking action and evaluation, thus establishing the nuclei of action research (Coghlan & Brannick, 2010). The focus group was primarily responsible for conducting the action project motivated by the desire to find ways of reducing turnover intention. This group served as the planning team, idea-generating team, the owners of the project in implementing it in the firm and also were responsible for reviewing the outcome of the project as time went on. The method of inquiry adopted for the action research was a focused group interview where every member of the focus group sat together at a session. I acted as the moderator of the group. I did an overview of the session at the beginning and gave the opportunity for participants to ask questions and to be excused if they were no longer interested in attending. I also outlined ground rules before the questioning commenced. A tape recorder was used, and consent of each member of the group was obtained before deployment. Notes were taken of key issues as the discussions held at various stops in the action research process. The discussions were participative and democratic with every member of the group participating actively. I listened and took notes, while I guided discussions and summarised contributions. There were no suggestions or contributions made by me as I served only as a moderator of the process. A cordial and friendly atmosphere was encouraged during the discussions to diffuse the associate partner tension. We cracked jokes about some of the issues to relax tension and encourage people to bear their mind. Open questions were used to avoid directing participants. While the focus group was responsible for implementing the project, I was personally responsible for writing reports.

3.10 Qualitative Data Analysis

Analysis of data gathered during qualitative research is focused on revealing and understanding the key issues through the utilisation of data to describe the phenomenon and what this means. Qualitative analysis adopts labelling and coding of the data so that similarities and differences can be recognised. One method for identifying and labelling or coding qualitative data is directed content analysis. Directed content analysis was utilised to analyse the data gathered during the interviews and the focused group discussions. Directed content analysis is the process for the categorisation of verbal or behavioural data for purposes of classifying and summarising the data (Moore & McCabe, 2005). Directed content analysis can be used when qualitative data has been collected through interviews, focus groups, observations or documentary analysis. Directed Content analysis involves coding and classifying data, also referred to as categorising with the aim of making sense of the data

collected and highlighting the important messages, features or findings from the data. Directed content analysis has the advantage of assisting with reducing and simplifying data collected while producing results that valuable for the research process.

Adopting directed content analysis, I tried to quantify and analyse the presence, meanings and relationships of words and concepts used during the interviews and focused group discussions and then proceed to make inferences about the messages within the words and statements made during the interviews and discussions.

In embarking on the content analysis, I read the through the transcripts several times first getting familiar with the document and proceeded to make brief notes at the margin as I came across interesting and relevant matters. Following this, I reviewed my margin notes working at identifying the fundamental concepts and ideas emanating therefrom and appropriately labelling them. From this, I was able to generate a list of common ideas coming from the document, and with this, I developed codes. In qualitative research, a code is a word or short phrase that denotes a summary of a salient point in a language based or visual data. The code is usually an essence capturing or an evocative portion of the data. From the review of the documents, I generated a total of 36 codes.

Following the generation of the codes, I reread the material to gain a further sense of the whole data before breaking it into meaning units. According to Catanzaro (1988) A ‘meaning unit’ is the least element that comprises the insights the researcher needs, and it is the collection of sentences or paragraphs comprising parts connected to each other, answering the question set to be answered by the research endeavour. Each identified meaning unit is labelled with a code, which should be processed in the context of the whole data. The codes assist with the identification of themes around which the data can be categorised. Following the coding exercise, I now proceeded to condense the meaning units into subcategories which were a condensation of the data into the similar concepts. The subcategories then led to the evolution of themes around which the various actions of the action research were developed. Below is a table illustrating some of the meaning units, codes applied, the categorisation and finally the theme evolved.

Table 3.2 Illustrative Coding of Qualitative Data and Theme Evolution

Meaning Unit	Code	Sub Categories	Theme
<i>'We have no closing time in Olaniwun Ajayi.'</i>	Late closure	Closing Time	Work-Life Balance
<i>'If I carry my bag before my supervisor leaves it is a problem.'</i>	Late closure		
<i>'If you leave early you are seen as not performing.'</i>	Late closure		
<i>'I don't have a life outside of this job, it is unbelievable, and I still feel I am not doing enough, I don't get it.'</i>	No time for self	No time for other things other than work	
<i>'While we like the nature of work and are excited about working in such a high pressured environment, with time the excitement wanes, and we begin to ask if this is the best use of our lives'</i>	No time for self		
<i>'My Supervisor frowns whenever I ask for time to</i>	No time for self		

<i>attend to my sick child.'</i>			
<i>'My husband is complaining a lot as I am not around for critical family events'</i>	No time for Family and Relationships		
<i>'I am unable to hang out with my boyfriend at the weekend, and this has affected my relationship.'</i>	No time for Family and Relationships		
<i>'I am always in the office at weekends. My Parents are beginning to hate this job.'</i>	No time for Family and Relationships		
<i>'My first few days on the job was made miserable by my immediate Seniors'</i>	Heavy Handed Seniors	Ill-treatment of Younger Lawyers	Relationships within the firm
<i>'I think they derive joy in making one feel bad.'</i>	Heavy Handed Seniors		
<i>'The seniors think they are superior to us.'</i>	Heavy-handed Seniors		
<i>'Talking to and getting help from seniors in the firm is always a problem.'</i>	Heavy Handed Seniors		

<i>'The firm says all the right things about us being a team, but I don't feel that way with my supervisors'</i>	Unhelpful Seniors	The poor relationship between young and senior lawyers	
<i>The senior associates believe they are better than the partners who own the business.</i>	Unhelpful Seniors		
<i>'I prefer dealing directly with the partners than dealing with the senior associates'</i>	Unhelpful Seniors		
<i>'Waiting until mid-year and end of the year to get feedback is demoralising.'</i>	Single Appraisal	Appraisal	Feedback and appraisal system
<i>'I always dread the end of the year which ordinarily should be the best time of the year because of the end of year appraisals'</i>	Single Appraisal		
<i>I get praised during the year for the work I do and then at the end of the year I get a lousy appraisal.</i>	Single Appraisal		

<i>'If I get told what I am doing wrong earlier I can work on improving.'</i>	Single Appraisal		
<i>'I think my supervisor does not just like me that is why I get the type of appraisal I get.'</i>	Single Appraisal		
<i>'I am much better than the score I got.'</i>	Unhelpful Appraisal		
<i>'My supervisor takes it for granted that I have to do the work well. I never get appreciated when I get it right but the slightest problem, I don't get to hear the last.'</i>	Unhelpful Appraisal		
<i>'There is 'go slow' (Nigerian expression for traffic jam) on the partnership track.'</i>	Slow progression through the ladder	The possibility of becoming Partner	Clear Career Progression
<i>'The journey to the top is too long.'</i>	Slow progression through the ladder		
<i>'One reason people leave is to become a partner in other firms'</i>	No clear visibility on the climb to the partnership		

<i>'I am not sure anyone can become a partner in this firm.'</i>	No clear visibility on the climb to the partnership	Favouritism in the Partnership Decision	
<i>'I don't know what it will take to become a partner.'</i>	No clear visibility on the climb to partnership		
<i>'If you are not Yoruba (one of the tribes in the country) you cannot become a partner.'</i>	Nepotism in the elevation process		
<i>'The partners have favourites, and they are the ones who have a future.'</i>	Nepotism in the elevation process		
<i>'You need to play to the gallery to move forward here. The people who know how to play are the ones who progress.'</i>	Nepotism in the elevation process		
<i>'Can you imagine I am expected to think and write like someone who has been doing this work forever without showing me how to do it. How do I survive?'</i>	No Training	The need for training	Mentoring, Training and Counseling
<i>'We don't get help to develop us.'</i>	No Training		

<i>'Other leading firms send their lawyers for training, but we don't, why?'</i>	No Training	Mentoring by Seniors	
<i>'I have never gone for training since I got here.'</i>	No Training		
<i>'We need more handholding by the senior lawyers.'</i>	Mentoring		
<i>If the senior can spend time sharing experience with us, it will be great</i>	Mentoring		
<i>We are just thrown into the middle of things. We need more help.</i>	Mentoring		
<i>The management "is a secret cult."</i>	Lack of information	Information sharing	Communication
<i>'I had this frustrating feeling leaving home every morning on account of the delay. I didn't get why our funds have been held, and no explanations were being offered. I was demotivated during that period.'</i>	Lack of information		
<i>The partners on the 9th floor are so far</i>	No Access	Openness	

<i>off we cannot reach them.</i>			
<i>We cannot be committed to what we are not aware of”</i>	No Access		

3.11 Reflecting and Implementing Result from Research

The outcome of the data generated during the two parts of the action research was used in evolving the actions deployed in the firm to resolve the problem of turnover intention jointly identified as part of the action research process. The focus group members were involved in discussing the outcome and outlining specific actions that will deal with the issues identified. It was agreed that identified actions must lead to motivating staff members and increasing commitment, job satisfaction and thereby reducing intention to leave the firm. To evolve actions for dealing with the identified issues the group was divided into three groups with each assigned two of the six issues identified. It was agreed that each of the group would meet at its convenience with me attending all the three group sessions. The result of the three groups was then to be presented at a plenary of the focus group at which the best ideas will be agreed upon, and the means for recommending to the firm will be agreed. The key actions identified revolve around five key issues namely, work-life balance, mentoring, training & counselling, feedback and appraisal system, relationships within the firm, clear career progression and communication. The specific internal marketing actions were drawn up guided by Rundle-Thiele (2015) review of 20 reviews of different internal marketing scales in literature which identified three categories of activities as internal market activities namely, internal communication activities, training activities and internal market research activities.

3.12 Ethical Considerations

Critical considerations for action research are situations where the researcher is a member of the organisation, which is the subject and context of the research. This type of situation while providing advantages also raises concerns that may affect the quality of the research. First, there are concerns around pre-understanding (Coghlan & Brannick, 2010). As a member of the organisation, the researcher will have knowledge, insights and experiences before embarking on the research. While this has its advantages of pre-knowledge of culture and informal structures which will aid understanding the organisation, this also portends

disadvantages for the research as it may be difficult for the researcher to be dispassionate and stand back from the situation of things for independent and unbiased analysis. It is also possible that the researcher assumes too much and may not dig as much as he ought to, as he may believe he knows the answer.

To deal with these possible risks beyond providing necessary guidance when framing issues I did not actively contribute to the diagnosis phase of framing and identifying issues. Also before the commencement of the process, I attempted to evaluate my assumptions and views about the focus of the action research and as counselled by Coghlan & Brannick (2010) proceeded to question and query those assumptions and views. Before the process, I openly and distinctively recorded my personal views and being aware of same decided not to suggest it during the process.

Another critical challenge for the insider action researcher is the issue of role duality (Coghlan & Brannick, 2010). This refers to the conflict that arises from attempting to augment normal organisational membership roles with the research role, which may be difficult, awkward, confusing and sometimes overwhelming. Challenges often arise from the tension between the need to be close to the grouping of the action research and the need to maintain distance with the view to being objective. The research role may require a more detached position while the organisational role may require more involvement. Specifically, in my situation as a partner who is a member of the governing board I am involved with the body that is responsible for the governance and management of the firm, which includes overseeing human resource matters and hence turnover issues. As a researcher, my focus was to objectively consider how turnover intention of lawyers could be reduced and thus requiring a non-management, employee mind-group and behaviour. There was also the risk that the information provided in the context of the research may be dealt with as a management issue rather than viewing same as data arising from the research. Also related was the possibility of mixing up information received in the context of my partner role and my researcher role.

To deal with this risk, I thoroughly educated myself on the impact the dual roles I have could have on each other and the action research. Besides, at the beginning of the action research, I established the importance and extent of the two roles and the need for both not to conflict. To further deal with this I disclosed to my partners the research work I was embarking on and the fact that the process may make particular demands on me that may conflict with my

role as a partner. Possible areas of conflicts were openly discussed and agreed, and I negotiated permission to deal with those areas personally. It was also agreed that the specific individual findings from the action research would not be disclosed to the organisation. Other than making use of the general knowledge developed from the action research it was agreed that I would not be disclosing any privileged information and there will be no pressure on me to so disclose no matter how useful the information is to the organisation. I also decided that the specific information obtained from the action research would not influence me in my role as a member of the governing board. Another way I decided to deal with this was to maintain detailed notes and journal entries. Through the adoption of a journal, I could tell the source of every information and data used for the action research.

Another key consideration was the politics of conducting the action research within my organisation. Researching any organisation is very political but researching within the organisation one works is particularly more political (Coghlan & Brannick, 2010). Political realities of any organisation can sabotage any action research effort and hurt the change that the action research is aimed at attaining (Coghlan & Brannick, 2010). If it is not particularly managed action research may be considered subversive as research process calls into question established ways of doing things within the organisation and prompting members of the organisation to probe and question existing ways of doing things. Thus, action research requires political astuteness by balancing the organisation power structures with the objective of the research. Specifically, in relation to this project, the political challenges were managed long before the conduct of the action research. I obtained the consent of my fellow partners before I embarked on the doctorate program. When it was time to start the thesis, I held discussions with them explaining what the process entailed and the possible benefits of the knowledge created. Specifically, concerning the action research, the process was carefully described, the objective of the study was outlined, and the demand on the organisation was explained. Their consent to use the firm, as a ground for the research was sought and obtained and each of the partners agreed to cooperate with the process as it was viewed as being beneficial to the firm in the long run. I also gave an assurance to the firm that opportunity will be given to the partnership to review any embarrassing information and or data before including its details in the research thesis.

To ensure validity, I was not directly involved in the process of selecting the participants. I selected an associate lawyer in the firm explained what the process of action

research was and the fact that I needed participants to work with me directly in the study as a focus group. She then wrote describing the action research and its objectives and asked for volunteers to participate in the focus group. The email stressed the voluntary nature of the exercise and the fact that non-participation had no negative impact on a career in the firm. Hence, the participants were given the opportunity to self-nominate after they had been given details of the action research. Care was thus taken to ensure that the initial contact with the participants was not directly made by me to avoid the influence that my position in the firm may have on the decision to participate. The number of volunteers was larger than required and she pruned down the list selecting based on parameters prior agreed with her all the while ensuring that the group was genuinely representative of the firm. The lawyer checked with each member of the group that they were personally comfortable and willing to participate in the process. The focus group members were informed of the use to which the result of the session was to be applied, and I provided a personal undertaking not to disclose names of the focus group members to the management of the firm. Information about the action research was presented to the management team, and the implications on the firm were openly discussed and agreed at a management meeting. Each member of the management team expressed support for the process and committed to doing all that is required for the planned procedure. Lawyers who agreed to participate in the focus group were provided with a project information statement and were given the opportunity to ask questions before submitting their consent to participate in the focus group.

3.13 Concluding Remarks

Considering the importance of the question formulated and its likely impact on the management of firms in the Nigerian legal market and its influence on management science it was important that the action research is carried out complying with the most appropriate empirical rules to ensure its credibility and reliability. Hence action research was deployed to provide a clear evolution of a solution to the problem the firm has been facing while at the same time creating knowledge that is capable of being applied to other law firms in Nigeria. The sequential integrated combination of quantitative and qualitative data collection method for the action research provides an excellent platform for solving the problem in the firm while creating knowledge for other firms in the country.

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND FINDINGS

4.1 Introduction

This chapter demonstrates the results of the action research undertaken to assess the relationship between internal marketing and turnover intention of lawyers in leading firms in Nigeria. The action research was motivated by the need to find ways of reducing the turnover intention of lawyers in Nigerian law firms. This motivation arose out of my role as a partner in one of the leading firms in Nigeria, which has increasingly become concerned about the need to retain its lawyers for a more extended period. For years the firm has been seeking actions that can be taken to improve the retention rate of lawyers in the firm. From existing literature, there was an indication of a link between internal marketing and turnover intention.

As indicated in the previous chapter a sequential integrated action research method was utilised combining both quantitative and qualitative methods. Thus, the study commenced with collecting quantitative data to measure variables and test hypotheses on the impact of internal marketing on turnover intention of lawyers in leading law firms in Nigeria including the firm where I work. This was followed by the identification of internal marketing activities that were then deployed and followed by a review to determine the effectiveness of the actions taken.

This chapter demonstrates the analysis of the data collected during the action research. The central objective that drove the collection and analysis of the quantitative data is the need to develop a knowledge base about the impact of internal marketing on turnover decision. This objective was attained. Following the conclusion of the quantitative data gathering the actionable points from the quantitative data were subjected to qualitative research.

The findings presented in this chapter demonstrate the fusion of theory and practice. The first part of this chapter focuses on the result of the collection of quantitative data for the action research. This first part is further divided into two sections with the first dealing with the demographic profile of the respondents, with the use of simple percentage and pictorial representation of the respondents. The second section focuses on the extraction of variables and hypotheses testing to measure the impact of internal marketing on turnover intention in Nigerian Law Firms. The second part records the analysis of the qualitative data gathered during the exercise.

4.2 The Action Research Process

Typically, action research involves an iterative cycle of problem identification, diagnosis, planning, intervention and evaluation of results to learn and to plan subsequent interventions (Cassell & Phil Johnson, 2006). For this thesis, the action research commenced with the establishment of a focus group in the firm and this group worked with me as research in going through the iterative cycle of action research. The action research was a classical action research based on the work of Kurt Lewin (1946). The study was conducted in a manner to solve a problem in the firm with me being the researcher and my organisation being the client. The focus group worked with me through the processes as outlined below. The group set up was primarily responsible for conducting the action project motivated by the desire to find ways of reducing turnover intention commonly. This group served as the planning team, idea-generating team, the owners of the project in implementing it in the firm and also were responsible for reviewing the outcome of the project as time went on.

Action research commences with an understanding of the context of the project. This is the pre-step which requires an evaluation of the need for the project, the forces necessitating a change in the organisation, the external forces influencing the change, the strength and possible impacts of these forces and the case for responding to these forces. It is also useful to consider the level of choice and impact it will make on the organisation as a whole. These considerations will naturally lead to a determination of the desired future for the organisations in relation to the subject of the forces. This is critical as it defines and sets the parameters for the focus of the research project. This focus is what will galvanise the members of the organisation into action. The pre-step period also involves a determination of the relationships within the organisation that are vital to a successful implementation of the research.

This pre-step is followed by diagnosing phase of critically identifying the central issues for consideration during the action research. It is these issues that will form the basis for the action to be planned and taken. This may change as the action research cycle progresses, but it needs to be clear as the issues transition during the course of the project. An essential element of the diagnosing phase is the need for it to be a collaborative venture involving every member of the group (Coghlan & Brannick, 2010). It is important to note that the diagnosis process should focus on issues rather than problems or opportunities as labels and language are significant for this stage as viewing issues as problems or opportunities may create negative sense which could lead to a reaction of detachment and non-commitment from participants.

(Dutton et al., 1983, Coghlan & Brannick, 2010). During the diagnosis phase, it is essential to consider the issues in broad categories without trying to attach a dominant interpretation to any of the issues. This ensures a more in-depth and richer consideration, which provides a more effective resolution of the problems. Hence at this stage, the issues should not be simplified, and no interpretation should be ignored (Coghlan & Brannick, 2010).

Diagnosing leads to planning. This will commence with determining the context for the change, the degree and extent of choice involved in the change. Once the need for change is established, it will be useful to define the desired future state. This is necessary for providing the participants with a vision of the future thus creating the vital energy required to engage in the action research positively. Once the desired future is determined, it is essential to outline the matters in the present that needs changing to attain the desired future. All these will result in setting out a strategic and operational plan, which will outline the goals, activities, structures, projects, and actions that will lead to the desired state. Besides, there is the need for a commitment plan which will identify members of the organisation that must be involved in carrying out the strategic and operational plan, obtaining the support and when necessary involvement of these members (Coghlan & Brannick, 2010).

Finally, whatever action is agreed is then implemented and evaluating the action implemented follows this. This phase is a critical part of the action research process and involves reviewing the action taken, and this necessarily requires reflection on the experience of the action. This should be done in a manner not to pick blame or evoke guilt but with the attitude of generating learning in understanding what has happened and what needs to be adjusted. This review can take place in three dimensions. First individuals within the organisation can evaluate how the whole action research impacts them and what needs to be done from their perspective. The review can also be done from an organisational wide perspective, what the organisation learnt and what needs to be adjusted from an organisational standpoint. The third dimension of review is from external parties such as clients, customers and other stakeholders that interact with the organisations (Coghlan & Brannick, 2010). This process of constructing, planning, taking action and evaluating action continues until the desired change and outcome is attained.

Concerning data collection, the general methods of data collection for qualitative research are used for action research. While the use of qualitative methods has been more

amenable to action research, there has been increasing inclusion of quantitative methods to support social action on action research. Marti (2015) identifies sequential and embedded methods as the two ways quantitative (collaborative), and qualitative methods have been integrated into action research. In sequential integration, one method precedes the other, which is designed following the result of the first (Marti, 2015). It can be the quantitative preceding the qualitative or vice versa. With embedded integration, quantitative and qualitative tools are nested as part of the same method, so the integration occurs not between but within one method. It can be either method being integrated into the other (Marti, 2015). Marti (2015) gave three examples of the sequential method where quantitative measuring preceded participatory method. In the three examples, quantitative methods were used to determine the areas of intervention with the participatory method.

For this study, the sequential integrated method was utilised. The study commenced with collecting data to measure variables and test hypotheses related to the impact of internal marketing on turnover intention of lawyers in leading law firms in Nigeria including the firm where I work. This was followed by the identifying activities that guided the qualitative data collection followed by a review to determine the effectiveness of the actions taken.

Please find following the results of the action research starting first with the findings from the quantitative data collection followed by the findings from the qualitative data collection.

4.3 Quantitative Data

The details of the data gathering process and analysis are discussed in greater details below.

4.3.1 Response Rate

Using Survey Monkey a total of 394 people were invited to participate in the survey. A total of 142 people responded. Thus, indicating a response rate of thirty-six percent. Some research has reported lower response rates for online or web-based surveys compared to on-paper surveys (Nulty, 2008). Studies have shown that research conducted using online surveys do not attain response rates that are near to what is accomplished with paper-based surveys (Nulty, 2008). Online surveys have been found to be considerably less likely to attain response rates as significant as those administered with paper notwithstanding various practices to

improve responses (Nulty, 2008). Nulty (2008) reviewed data from several online research and compared same to paper data and found that online surveys achieved much less response rates compared to paper surveys with paper-based surveys with online surveys achieving an average of 33% response rate compared to 56% for paper-based surveys indicating a 23% difference in response rate. Another study puts the difference at 11% lower for web-based research (Fan & Yan, 2010).

It has been indicated that a response rate of 60% is acceptable response rates for research (Johnson & Owens, 2013). Specifically, concerning online and web surveys, a response rate of 33% has been found to be in the acceptable range (Nulty, 2008). It should, however, be noted that some scholars have indicated that whether or not a response rate is adequate is mostly a function of the circumstance surrounding the survey and the use to which the data is to be used. Baxter- Carley et al. (2009) in a survey of highly published authors in a wide variety of discipline found that major journals publish articles that present response rates of less than 50 percent. This research also confirmed that there are no written standards or conventions for either reporting response rate information or deciding minimum thresholds with a lot of researchers relying on a "rule of thumb," which ranges between 6 to 91 percent (Baxter-Carley et al., 2009). The response rate for the research thus falls within the acceptable level. It should also be mentioned that 14 responses were screened out for non-response/missing values during the course of analysing the data. Hence 128 responses were used for the data analysis.

4.3.2 Demographics

Demographic information provides context to research findings. The Questionnaire sought demographic information such as gender, age group of respondents, number of years as a lawyer.

4.3.3 Gender

43% of respondents were under the age of 30, while 50% were between the ages of 31 and 40. Another 12% were between the ages of 41 and 50 while the rest were above 50 years.

Table 4.1: Distribution of Respondents by Gender				
Gender	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Male	65	50.78	65	50.78
Female	63	49.22	128	100.00

Source: Field Survey, 2016

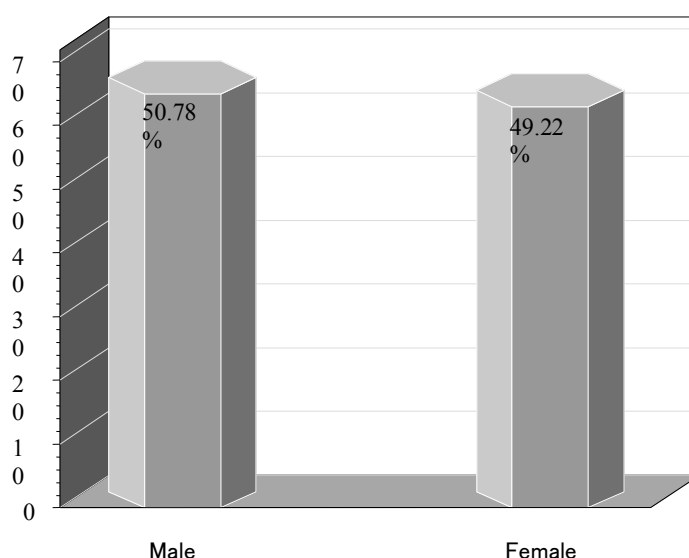


Figure 4.1: Distribution of Respondents by Gender

The distribution of gender among respondents shows that the male respondents represent 65 (50.78%) of the total respondents, while 63 (49.22%) of the respondents were female. The difference in gender distribution is not significant. It has been reported that globally there is a higher percentage of male respondents to online surveys, which is explained as being a function of men finding it easier to access the Internet than women (United Nations' Broadband Commission Work Group, (Broadband Commission, 2016). This is however unlikely to be the case for this research because as lawyers both genders are regarded to have an equal degree of access to the Internet. It is pertinent to note that both male and female Lawyers working in Nigerian Law Firms participated in this study without discrimination and there was near even representation of both genders.

4.3.4 Experience as a Lawyer

The legal profession is highly ranked profession with the number of years post call a critical factor in the profession. The number of years on the job influences many human resource decision both on the part of the employer and the employees. From the responses collected, presented in Table 4.2 and Figure 4.2, 47 (36.72%) of the respondents that participated in this study had less than five years of post-call experience. 44 (34.38%) of the respondents had between 5 and ten years post-call experience, 23 (17.97%) of the respondents had 11 to 20 years of post-call experience, while 14 (10.94%) of the respondents had more than 20 years of post-call experience. It is evident from the above information that majority of the respondents were under ten years post call.

Table 4.2: Distribution of Respondents by years of post-call				
Years of post call	Frequenc y	Percent	Cumulative Frequency	Cumulative Percent
Under five years	47	36.72	47	36.72
5 - 10 years	44	34.38	91	71.09
11 - 20 years	23	17.97	114	89.06
Above 20 years	14	10.94	128	100.00

Source: Field Survey, 2016

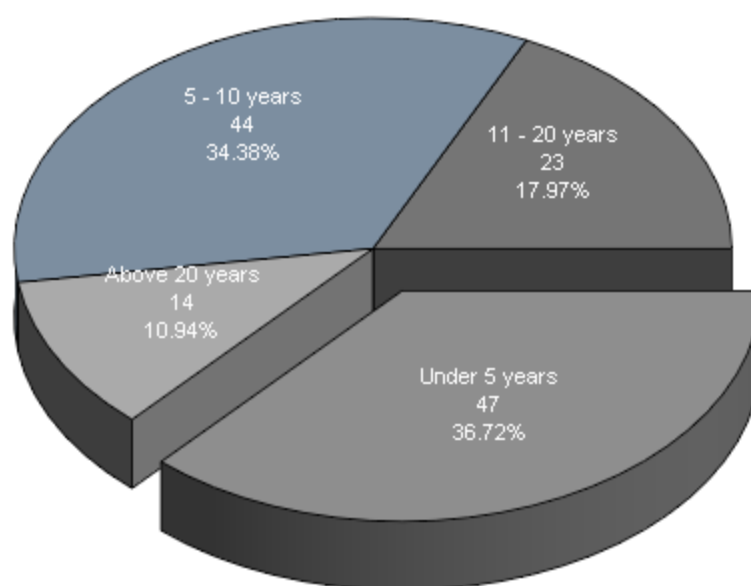


Figure 4.2: Distribution of Respondents by Year of Post Call

4.3.5 Age

Following from the conclusion above the analysis presented in Table 4.3 and Figure 4.3 indicate that Lawyers between the ages of 20 and 30 were more in this study while Lawyers in the age group above 60 years were the least in this study. Age group 20 to 30 years formed 42.19%. 51 (39.84%) are between 31 to 40 years, 15 (11.72%) of the respondents were between 41 to 50 years, 5 (3.91%) of the respondents were between 51 to 60 years, while 3 (2.34%) of the respondents were above 60 years bracket.

Table 4.3: Distribution of Respondents by Age				
Age group	Frequenc y	Percent	Cumulative Frequency	Cumulative Percent
20 to 30 years	54	42.19	54	42.19
31 - 40 years	51	39.84	105	82.03
41 - 50 years	15	11.72	120	93.75
51 - 60 years	5	3.91	125	97.66
Above 60 years	3	2.34	128	100.00

Source: Field Survey, 2016

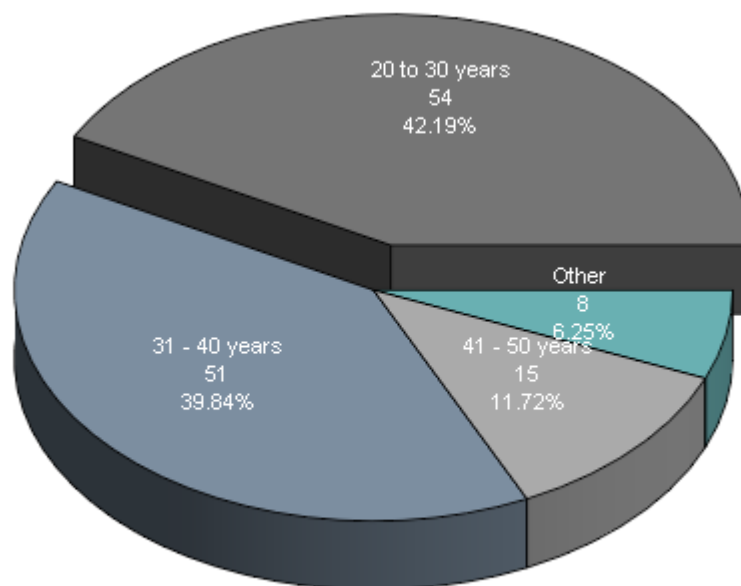


Figure 4.3: Distribution of Respondents by Age

4.3.6 Occurrence of Internal Marketing

A review of the responses to the first part of the questionnaire dealing with the internal marketing orientation of the firms indicates a mean result of below four on the Linkert scale showing that in most of the firms marketing orientation was not very common.

4.3.7 Turnover Intention

In a similar vein, a review of the part of the questionnaire dealing with the Turnover Intention of lawyers in the firm indicates a mean result of below four on the Linkert scale showing that in most of the firms the likelihood of lawyers leaving the firm is regarded as high.

4.3.8 Exploratory Factor Analysis

4.3.8.1 Factor Analysis of Internal Marketing

To understand and elicit information about Internal Marketing Orientation there were 17 variables in the section of Internal Marketing Orientation of the questionnaire. Exploratory factors analysis was employed to reduce the variable dimensions.

Table 4.4: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.912
	Approx. Chi-Square	1014.886
Bartlett's Test of Sphericity	df	45
	Sig.	.000

Source: SPSS 20 OUTPUT

Table 4.4 shows the result of Kaiser-Meyer-Olkin Measure of Sampling Adequacy with a value of 0.912 a result that is good and within the acceptable range since its scores greater than 0.5. Bartlett's test was applied to ensure data suitability in factor analysis. Bartlett's test is equal to 1014.886, which is significant at the level of 1% (since $p=0.000 < \alpha=0.01$); this suggested that the correlation matrix had significant correlations among at least some of the 17 variables (Hair et al., 2006).

Table 4.5: Factor Analysis of Internal Marketing Orientation

Factors	Factor Loadings	Eigenvalues	% Variance explained	Cronbach's Alpha
Factor 1		39.829	56.521	0.947
INTERNAL MARKETING ORIENTATION				
In this firm, management interacts directly with our employees to find out how to make them more satisfied.	.876			
In this firm, attempts are made to try to find out lawyers' real feelings about their jobs.	.872			
In this firm, attempts are made to find out what lawyers want from the firm.	.787			
When lawyers are acting differently at work, it is normal for representatives of the firm to try to find out if there is a problem, which is causing a change in behaviour.	.742			
In this firm, changes are made to what is done when lawyers' feedback indicates that they are dissatisfied with the status quo.	.738			
In this firm when lawyers would like to modify their conditions of employment, the firm makes concerted efforts to do so.	.713			
In this firm when it is discovered that lawyers are unhappy with supervision or management, corrective actions are taken.	.681			
In this firm, we often talk with or survey people to identify influences on our lawyers' behaviour.	.679			
In this firm, it is essential to understand all of the factors that affect lawyers' satisfaction with their employment.	.666			
In this firm supervisors regularly talk to lawyers to find out about their work.	.628			

In this firm keeping, lawyers satisfied is .604
as important as keeping my clients
satisfied. .574

In this firm, we do a lot of internal .549
market research.

In this firm, we regularly report back
lawyers about issues that affect their
working environment.

Source: SPSS 20 OUTPUT

During factor analysis, items were retained according to the following criteria:

- (i) factor loadings greater than or equal to 0.5 and
- (ii) no cross loading of items.

Items were dropped if they have loadings that are less than 0.5 or where their loadings are greater than 0.5 on two or more factors.

Twelve items loaded on Factor 1, which has been named *internal marketing orientation*. Table 4.5 shows that 'in this firm management interacts directly with our employees to find out how to make them more satisfied', 'in this firm attempts are made to try to find out lawyers' real feelings about their jobs', 'in this firm attempts are made to find out what lawyers want from the firm', 'when lawyers are acting differently at work it is normal for representatives of the firm to try to find out if there is a problem, which is causing a change in behavior', 'in this firm changes are made to what is done when lawyers feedback indicates that they are dissatisfied with the status quo', and 'in this firm when lawyers would like to modify their conditions of employments the firm makes concerted efforts to do so' were loaded highly on Factor 1, it shows those items contribute greatly to the internal marketing orientation. Construct reliability was assessed using Cronbach's Alpha. Nunnally (1978) suggests that the ideal alpha for scale reliability is 0.70 and the results obtained met this condition. A reliability analysis of the entire item in the *internal marketing orientation* section of the questionnaire revealed a Cronbach's Alpha of 0.947.

4.3.8.2 Factor Analysis of Work Motivation

To understand and elicit information about Work Motivation there were ten variables in the section of Work Motivation of the questionnaire. Exploratory factors analysis was employed to reduce the variable dimensions.

Decision Rule

The relationship is significant when the P-value is less than the Alpha value ($\alpha = 0.01$).
Reject the null hypothesis.

A positive correlation coefficient indicates that an increase in the first variable would correspond to an increase in the second variable, thus implying a direct relationship between the variables.

A negative correlation indicates an inverse relationship whereas one variable increases the second variable decreases.

The higher the absolute value of the correlation coefficient, the stronger the relationship.

Decision

As shown in Table 4.21, there is a positive and strong relationship ($r = 0.60264$) between Internal Marketing Orientation and Job Satisfaction. The analysis presented in Table 5.7 reveals that the relationship between Internal Marketing Orientation and Job Satisfaction is significant since the P-value is $< .0001$. It could be inferred that Internal Marketing practices are positively associated with job satisfaction of lawyers in Nigerian law firms. It implies the higher the Internal Marketing Orientation, the more satisfied lawyers become.

4.3.8.3 Hypothesis Two

H₀: Internal Marketing practices are not positively related to motivation of lawyers in Nigerian law firms.

H₁: Internal Marketing practices are positively related to motivation of lawyers in Nigerian law firms.

To determine the underlying primary proportions governing the full set of 10 indicators of employees' work motivation in Nigerian Law Firms, principal components factor analysis with varimax rotation was adopted. Factor Analysis is used to display the consistency between items' and the instrument's underlying structure and reflects the factors identified from prior literature (Bagozzi, Yi & Phillips, 1991; Klopping & McKinney, 2004; Eze, 2008; Jayasingh & Eze, 2012).

Factor 2 which have equally been named *Work Motivation*, with six variables; 'my job allows me to reach and develop my full potential', 'my job provides satisfactory material

rewards', and 'my Job give me status and prestige' loaded heavily into it. It could be inferred that 'my job allows me to reach and develop my full potential', 'my job provides satisfactory material rewards', and 'my job gives me status and prestige' contribute massively to employees' work motivation in Nigerian law firms. Reliability analysis of the entire item in the *Work Motivation* section of the questionnaire revealed a Cronbach's Alpha of 0.942.

4.3.8.4 Factor Analysis of Work Commitment

To understand and elicit information about Work Commitment there were 12 variables in the section of Work Motivation of the questionnaire. Exploratory factors analysis was employed to reduce the variable dimensions.

Table 4.8: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.886
	Approx. Chi-Square	1561.000
Bartlett's Test of Sphericity	df	66
	Sig.	.000

Source: SPSS 20 OUTPUT

In Table 4.8 the recorded chi-square value resulting from the use of Bartlett's test of sphericity is 1561.000 ($df=66$), at the significance level of $p=.000$. The conclusion derived from the results was that the items in the Work Commitment section of the questionnaire were fundamentally related, implying that the factor analysis was appropriate for the data set. Furthermore, the KMO value was 0.886, thus confirming that factor analysis was indeed a suitable procedure that could be used in this study.

Table 4.9: Factor Analysis of Work Commitment

Factors	Factor Loadings	Eigenvalues	% Variance explained	Cronbach's Alpha
Factor 3		60.651	55.916	0.548
WORK COMMITMENT				
I really feel as if this organisation's problems are my own.	.915			
I am very happy being a member of this organisation.	.907			
I am very happy being a member of this organisation.	.896			

I enjoy discussing about my
organisation with people outside it. .887

I enjoy discussing about my
organisation with people outside it. .884

I really feel as if this organisation's
problems are my own. .882

This organisation has a great deal
of personal meaning for me. .821

I do not feel 'emotionally attached
to this organisation. -.693

I do not feel like 'part of the family'
at my organisation. -.606

I do not feel a 'strong' sense of
belonging to my organisation. -.596

Source: SPSS 20 OUTPUT

Factor Analysis for *Work Commitment* is carried out to ascertain the pertinent items representing the Work Commitment. As presented in Table 4.9, ten items loaded on Factor 3, which has been named *work commitment*. It shows that 'I really feel as if this organization's problems are my own', 'I am very happy being a member of this organization', 'I am very happy being a member of this organization', 'I enjoy discussing about my organization with people outside it', 'I enjoy discussing about my organization with people outside it', 'I really feel as if this organization's problems are my own', and 'This organization has a great deal of personal meaning for me' were loaded highly on Factor 3, it reveals the degree to which each variable contribute to the commitment of Lawyers to their work. However 'I do not feel 'emotionally attached to this organisation', 'I do not feel like 'part of the family' at my organisation', and 'I do not feel a 'strong' sense of belonging to my organisation' have negative loadings, indicating an inverse relationship.

4.3.8.5 Factor Analysis of Job Satisfaction

In order to reduce the dimensionality of the data set without sacrificing accuracy or originality, identify new meaningful underlying patterns within the variables in the data, and classify them according to how much of the information stored in the data they account for; a

factor analysis of the variables making up the 4 *Job Satisfaction* items, employing principal component analysis. The factors were then rotated using Varimax Rotation with Kaiser Normalization. Tables 4.10 and 4.11 show that three items loaded heavily in Factor 4 that explained 80.463% of the variances.

Table 4.10: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.817
	Approx. Chi-Square	382.436
Bartlett's Test of Sphericity	df	6
	Sig.	.000

Source: SPSS 20 OUTPUT

Table 4.10 shows the outcome of the Kaiser-Meyer-Olkin Measure of Sampling Adequacy is good and within the acceptable range with a value of 0.817 which is greater than 0.5. To ensure data suitability in factor analysis Bartlett's test was conducted with a result equal to 382.436, which is significant at the level of 1% (since $p=0.000 < \alpha=0.01$); this suggested that the correlation matrix had significant correlations among at least some of the 4 variables (Hair et al., 2006).

Table 4.11: Factor Analysis of Job Satisfaction

Factors	Factor Loadings	Eigenvalues	% Variance explained	Cronbach's Alpha
Factor 4		80.463	52.460	0.919
JOB SATISFACTION				
I am satisfied with my firm's policies.	.923			
I am satisfied with the support from my firm.	.790			
I am satisfied with the opportunities for promotion.	.707			

Source: SPSS 20 OUTPUT

During factor analysis, items were retained according to the following criteria:

- (iii) factor loadings greater than or equal to 0.5 and
- (iv) no cross loading of items.

Items were dropped where they had loadings that are less than 0.5 or where their loadings are greater than 0.5 on two or more factors.

Three items loaded on Factor 4, which has been named *Job Satisfaction*. Table 4.11 shows that 'I am satisfied with my firm's policies', 'I am satisfied with the support from my firm', and 'I am satisfied with the opportunities for promotion' were loaded highly on Factor 3, it shows those items contribute greatly to *Job Satisfaction*. We assessed construct reliability using Cronbach's Alpha. Nunnally (1978) suggests that the ideal alpha for scale reliability is 0.70 and the results obtained met this condition. Reliability analysis of the entire item in the *internal marketing orientation* section of the questionnaire revealed a Cronbach's Alpha of 0.919.

4.3.8.6 Factor Analysis of Service Quality

To understand and elicit information about Service Quality, there were seven variables in the section of Service Quality of the questionnaire. Exploratory factors analysis was employed to reduce the variable dimensions.

Table 4.12: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.839
Approx. Chi-Square		469.927
Bartlett's Test of Sphericity	df	21
	Sig.	.000

Source: SPSS 20 OUTPUT

In Table 4.12 the recorded chi-square value resulting from the use of Bartlett's test of sphericity is 469.927 ($df=21$), at the significance level of $p=.000$. The deduction derived from the results was that the items in the Service Quality section of the questionnaire were related, suggesting that the factor analysis was proper for the data set. Additionally, the KMO value was 0.839, thus further confirming that factor analysis was indeed a suitable procedure that could be used in this study.

Table 4.13: Factor Analysis of Service Quality

Factors	Factor Loadings	Eigenvalues	% Variance explained	Cronbach's Alpha
<i>Factor 5</i>		58.443	49.103	.874
WORK COMMITMENT				

In this firm lawyers are aware of
the image that the firm wishes to .886
develop.

We pride ourselves on the .839
professionalism of our lawyers.

In this firm lawyers act in a way
which is consistent with the image .803
that the firm wishes to develop.

Lawyers are always smart and well .774
presented.

In this firm supervisors are happy .631
with how lawyers perform.

Lawyers in this firm generally do
not need to be chased up to make .552
sure that jobs are done.

Source: SPSS 20 OUTPUT

Factor Analysis for *Service Quality* is carried out to ascertain the pertinent items representing the service quality. As presented in Table 4.13, six items loaded on Factor 5, which has been named *Service Quality*. It shows that 'in this firm lawyers are aware of the image that the firm wishes to develop', 'we pride ourselves on the professionalism of our lawyers', 'in this firm lawyers act in a way which is consistent with the image that the firm wishes to develop' and 'lawyers are always smart and well presented' were loaded highly on Factor 5, it reveals the degree to which each item contribute to the service quality of Lawyers.

4.3.8.7 Factor Analysis of Client Satisfaction

To understand the elicited information about *Client Satisfaction*, there were four variables in the section of *Client Satisfaction* of the questionnaire. Exploratory factors analysis was employed to reduce the variable dimensions.

Table 4.14: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.842
Approx. Chi-Square		540.688
Bartlett's Test of Sphericity	df	6
	Sig.	.000

Source: SPSS 20 OUTPUT

Table 4.14 shows the result of Kaiser-Meyer-Olkin Measure of sampling adequacy with a value of 0.842. This result is suitable and within the acceptable range since it is greater than 0.5. Bartlett's test was also utilised in ensuring data suitability in factor analysis. The Bartlett's test returned a score equal to 540.688, which is significant at the level of 1% (since $p=0.000 < \alpha=0.01$); this suggested that the correlation matrix had significant correlations among at least some of the seven variables (Hair et al., 2006).

Table 4.15: Factor Analysis of Client Satisfaction

Factors	Factor Loadings	Eigenvalues	% Variance explained	Cronbach's Alpha
Factor 6		87.543	49.234	0.874
CLIENT SATISFACTION				
Our Clients receive a very professional service from lawyers.	.867			
Our Clients are satisfied with the service that they receive.	.819			
I would be happy to be one of our clients.	.819			
Client service is the key factor that differentiates us from our competitors.	.596			

Source: SPSS 20 OUTPUT

The Factor Analysis indicates the consistency of items with the instrument's underlying structure and shows the factors identified from prior literature (Eze, 2008; Jayasingh & Eze, 2012). Principal components factor analysis using varimax rotation was utilised in determining the primary dimensions governing the full set of 4 indicators of client satisfaction in Nigerian law firms.

Factor 6 which have equally been named *Client Satisfaction*, with four variables; 'our clients receive a very professional service from lawyers', 'our clients are satisfied with the service that they receive', and 'I would be happy to be one of our clients' loaded heavily into it. It could be inferred that 'our clients receive a very professional service from lawyers', 'our clients are satisfied with the service that they receive', and 'I would be happy to be one of our clients' contribute massively to client satisfaction in Nigerian law firms. Reliability analysis of

the entire item in the *Client Satisfaction* section of the questionnaire revealed a Cronbach's Alpha of 0.874.

4.3.8.8 Factor Analysis of Turnover Intention

To understand the elicited information about Turnover Intention, there were five variables in the section of Turnover Intention of the questionnaire. Exploratory factors analysis was employed to reduce the variable dimensions.

Table 4.16: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.820
	Approx. Chi-Square	231.802
Bartlett's Test of Sphericity	df	10
	Sig.	.000

Source: SPSS 20 OUTPUT

In Table 4.16 the recorded chi-square value resulting from the use of Bartlett's test of sphericity is 231.802 ($df=10$), at the significance level of $p=.000$. The conclusion derived from the results was that the items in the Turnover Intention section of the questionnaire were substantially related, implying that the factor analysis was appropriate for the data set. Furthermore, the KMO value was 0.820, thus confirming that factor analysis was indeed a suitable procedure that could be used in this study.

Table 4.17: Factor Analysis of Turnover Intention

Factors	Factor Loadings	Eigenvalues	% Variance explained	Cronbach's Alpha
Factor 7		58.999	53.158	0.822
TURNOVER INTENTION				
Most lawyers have been with us for five years or more.	.865			
We have a lower turnover of staff than other firms in Lagos.	.801			
Lawyers stay with us for a long time.	.801			
We do not have a high turnover of lawyers.	.768			

Source: SPSS 20 OUTPUT

Factor Analysis for *Turnover Intention* is carried out to ascertain the pertinent items representing the Turnover Intention. As presented in Table 4.17, four items loaded on Factor 7, which has been named Turnover Intention. It shows that 'most lawyers have been with us for five years or more', 'we have a lower turnover of staff than other firms in Lagos', 'Lawyers stay with us for a long time', and 'we do not have a high turnover of lawyers' were loaded highly on Factor 7, it reveals the degree at which each variable contribute to the Turnover Intention.

We assessed construct reliability using Cronbach's Alpha. Nunnally (1978) suggests that the ideal alpha for scale reliability is 0.70 and the results obtained met this condition. Reliability analysis of the entire item in the section of Turnover Intention revealed a Cronbach's Alpha of 0.822.

To understand the impact of internal marketing on turnover intention in Nigerian Law Firms, there were 62 items in the questionnaire. Exploratory factors analysis was used to reduce the variable dimensions. Principal Component Analysis was used as the extraction method.

4.3.8.9 Exploratory factor analysis

Exploratory factor analysis (EFA) was used to analyse the data. EFA is a statistical approach that is used to identify complex interrelationships among items that are a part of unified concepts. Before using factor analysis, Kaiser-Meyer Olkin (KMO) and Barlett's tests of sphericity were effected to determine the reliability of items in the scale. The tests also investigated the appropriateness of factor analysis for the data set in the enquiry (Lombaard, Van der Merwe, Kele & Mouton, 2011). According to Blaikie (2003), Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy ought to be deployed before embarking on a Factor Analysis (FA) to guarantee that selected items are suitable for further analysis. The standard rule is that where the resulting values from the KMO test are between 0.5 and close to 1.0 the factor analysis is confidently considered to be proper for the study (Williams, Onsman & Brown, 2010).

Table 4.18: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.897
	Approx. Chi-Square	8008.374
Bartlett's Test of Sphericity	df	1711
	Sig.	.000

Source: SPSS 20 OUTPUT

The Kaiser-Meyer-Olkin as a tool for determining sampling adequacy is an index for comparing the significances of observed correlation coefficients with those of partially correlated coefficients (Henry et al., 2003). According to earlier studies a Kaiser-Meyer-Olkin score of 0.50 but less than 0.60 is considered good (Henry et al., 2003, Ahadzie et al., 2010, Fadare & Gasu, 2011). Table 4.18 shows the result of Kaiser-Meyer-Olkin Measure of Sampling Adequacy with a value of 0.897 is favourable and within the acceptable range since its scores greater than 0.5. A Bartlett's test was also conducted to ensure data suitability in factor analysis and the score was to 1711, which is significant at the level of 1% (since $p=0.000 < \alpha=0.01$), this suggested that the correlation matrix had significant correlations among at least some of the 62 items (Hair et al., 2006). Following the determination of the appropriateness of the factor analysis for the study with Bartlett's test of sphericity and the KMO, I proceeded to determine the number of factors that could be extracted for the study.

Table 4.19: Factor Analysis of internal Marketing and Turnover Intention in Nigerian Law Firms

Factors	Factor Loadings	Eigenvalues	% Variance explained	Cumulative %
Factor 1		26.157	44.334	44.334
WORK COMMITMENT				
I do not feel emotionally attached to this organisation.	-.814			
I really feel as if this organisation's problems are my own.	.795			
I do not feel like 'part of the family' at my organisation.	-.737			
I am very happy being a member of this organisation.	.732			

This organisation has a great deal of .731
personal meaning for me.

My job provides good physical working .730
conditions.

I do not feel a 'strong' sense of belonging -.726
to my organisation.

I am very happy being a member of this .692
organisation.

Taken all round and considering all .623
aspects my job is a very good one.

I enjoy discussing about my organisation .610
with people outside it.

.574
My job is a secure one.

In this firm lawyers act in a way which is
consistent with the image that the firm .504
wishes to develop.

Factor 2 4.647 7.877 52.211
INTERNAL MARKETING
ORIENTATION

In this firm, we often talk with or survey
people to identify influences on our .805
lawyers' behaviour.

In this firm, management interacts .781
directly with our employees to find out
how to make them more satisfied.
.764

In this firm, we regularly report back
lawyers about issues that affect their
working environment.
.757

In this firm attempts are made to try to
find out lawyers' real feelings about their
jobs. .749

In this firm changes are made to what is
done when lawyers feedback indicates

that they are dissatisfied with the status quo. .747

In this firm, keeping lawyers satisfied is as important as keeping my clients satisfied. .746

In this firm, it is important to understand all of the factors that affect lawyers' satisfaction with their employment. .731
.719

In this firm when lawyers would like to modify their conditions of employment, the firm makes concerted efforts to do so. .695

In this firm, we do a lot of internal market research. .690

When lawyers are acting differently at work, it is normal for representatives of the firm to try to find out if there is a problem, which is causing a change in behaviour. .681

In this firm attempts are made to find out what lawyers want from the firm. .653

In this firm when it is discovered that lawyers are unhappy with supervision or management corrective actions are taken. .593
.523

In this firm, we regularly meet with all lawyers to report about issues relating to the whole firm.

In this firm, we survey our lawyers at least once a year to assess the quality of employment.

I am satisfied with my firm's policies.

Factor 3 3.899 6.608 58.819

CLIENT SATISFACTION

.856

Our Clients are satisfied with the service that they receive.

	.833
Client service is the key factor that differentiates us from our competitors.	.800
	.799
Our Clients receive a very professional service from lawyers.	.594
I would be happy to be one of our clients.	.582
Lawyers are always smart and well presented.	.515
We pride ourselves on the professionalism of our lawyers.	

In this firm lawyers are aware of the image that the firm wishes to develop.

Factor 4	2.360	4.000	62.819
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WORK MOTIVATION

My job allows me to reach and develop my full potential.	.647
My Job gives me status and prestige.	.574
My job provides satisfactory material rewards.	.547
My supervisors and leaders are helpful and fair.	.570
My supervisors and leaders are helpful and fair.	.508

Factor 5	1.772	3.004	65.823
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TURNOVER INTENTION

Most lawyers have been with us for five years or more.	.790
We do not have a high turnover of lawyers.	.772
We have a lower turnover of staff than other firms in Lagos.	.709
Lawyers stay with us for a long time.	.665

Factor 6	1.695	2.873	68.696
SERVICE QUALITY			
In this firm, we hold regular meeting with lawyers at all levels attending.	.711		
Lawyers in this firm generally do not need to be chased up to make sure that jobs are done.	.682		
Factor 7	1.579	2.675	71.372
JOB SATISFACTION			
I am satisfied with my overall job.	.625		
I am satisfied with the opportunities for promotion.	.569		

Source: SPSS 20 OUTPUT

During factor analysis, items were retained according to the following criteria:

- (i) factor loadings greater than or equal to 0.5 and
- (ii) no cross loading of items.

Items were removed if they have loadings that were less than 0.5 or if their loadings are greater than 0.5 on two or more factors.

The Factor Analysis showed that the items were consistent with the instrument's core make-up and mirrors factors identified from the prior literature. Principal components factor analysis using varimax rotation was deployed in determining the underlying primary dimensions governing the full set of 62 indicators of internal marketing and turnover intention in Nigerian Law Firms.

Table 4.19 shows 7 level components of internal marketing and turnover intention in Nigerian Law Firms with Eigen values larger than 1.0 extricated utilising benchmark loading of 0.50 for explained 'Common Variance' regarded as representative of a common underlying dimension. Items with factor loadings greater than 0.5 were classified for each factor derived. The factor analysis produced seven underlying dimensions of internal marketing and turnover intention in Nigerian Law Firms. Factor 1 describes 44.3% of variation in the data, Factor 2 represents 7.9% variation in the data, Factor 3 represents 6.6% variation in the data, and Factor 4 represents 4.0% variation in the data. Factor 5 represents 3.0% commonality of data whereas Factor 6 represents 2.9% variation of data. And the last Factor represents 2.7% variation in the data. The total variation explained by these 7 Factors is 71.372%.

As presented in Table 4.19, twelve items loaded on Factor 1, which has been named *work commitment*. It shows that ‘I really feel as if this organization’s problems are my own’, ‘I am very happy being a member of this organization’, ‘this organization has a great deal of personal meaning for me’, and ‘my job provides good physical working conditions’, were loaded highly on Factor 1, it reveals the degree to which each variable contribute to the commitment of Lawyers to their work. ‘I do not feel emotionally attached to this organisation’, ‘I do not feel like ‘part of the family’ at my organisation’, and ‘I do not feel a ‘strong’ sense of belonging to my organisation’ have negative loadings, indicating an inverse relationship.

Fifteen items loaded on Factor 2, which has been named *internal marketing orientation*. Table 4.19 shows that ‘in this firm we often talk with or survey people to identify influences on our lawyers behavior’, ‘in this firm management interacts directly with our employees to find out how to make them more satisfied’, ‘in this firm we regularly report back lawyers about issues that affect their working environment’, ‘in this firm attempts are made to try to find out lawyers’ real feelings about their jobs’, ‘in this firm changes are made to what is done when lawyers feedback indicates that they are dissatisfied with the status quo’, ‘in this firm keeping lawyers satisfied is as important as keeping my clients satisfied’, ‘in this firm it is important to understand all of the factors that affect lawyers’ satisfaction with their employment’, ‘in this firm when lawyers would like to modify their conditions of employments the firm makes concerted efforts to do so’, and ‘in this firm we do a lot of internal market research’ were loaded highly on Factor 2, it shows how well each variable is important to the internal marketing orientation.

Seven items loaded on Factor 3 which has been named *Client Satisfaction*, with ‘our clients are satisfied with the service that they receive’, ‘client service is the key factor that differentiates us from our competitors’, ‘our clients receive a very professional service from lawyers’, and ‘I would be happy to be one of our clients’ loaded very high which can be inferred as variables that contribute the most to client satisfaction.

Factor 4 which have equally been named *Work Motivation*, with 5 variables; ‘my job allows me to reach and develop my full potential’, ‘my Job gives me status and prestige’, ‘my job provides satisfactory material rewards’, ‘my supervisors and leaders are helpful and fair’, and ‘my supervisors and leaders are helpful and fair’ loaded into it

Factor 5 was named 'Turnover Intention'. The items that influence this Factor are: 'Most lawyers have been with us for five years or more', and 'We do not have a high turnover of lawyers'. 'In this firm, we hold regular meeting with lawyers at all levels attending', and 'Lawyers in this firm generally do not need to be chased up to make sure that jobs are done' were loaded heavily on Factor 6. Hence, Factor 6 was named 'Service Quality.' Likewise, Factor 7 was named *Job Satisfaction*, with two variables; 'I am satisfied with my overall job', and 'I am satisfied with the opportunities for promotion' loaded into it.

The Factors were given names that try to convey the underlying dimensions of the data, based on the variables that load on each factor. Factor 1, named 'Work Commitment', accounted for about 44% of the variations in the data and had twelve items loading on it. Factor 2 was named as 'Internal Marketing Orientation' based on the items that load on it after the rotation. Fifteen items loaded on this Factor, accounting for about 8% of the variation. Seven items also influenced Factor 3, which was named 'Client Satisfaction'. These items explained about 7% of the variance. Factor 4 was named as 'Work Motivation' based on the items that load on it after the rotation. Five items loaded on this Factor, accounting for 4% of the variation. Factor 5, named 'Turnover Intention', accounted for about 3% of the variations in the data and had four items loading on it. Factors 6 and seven were named 'Service Quality' and 'Job Satisfaction' respectively. Each of these Factors had two loadings. The two Factors together accounted for about 6% of the variance.

4.3.8.10 Scale Reliability

Table 4.20: Descriptive Statistics, Std. Deviation, and Reliability Statistics (N=128)

Variables	Mean	Standard Deviation	Number of items	Cronbach's Alpha
Internal Marketing Orientation	3.20	.975	15	.848
Work Motivation	3.84	.970	5	.838
Work Commitment	3.23	.608	12	.867
Job Satisfaction	3.18	1.090	2	.838
Service Quality	3.75	.823	2	.845
Client Satisfaction	4.10	1.018	7	.847
Turnover Intention	3.22	.939	4	.864

Source: SPSS 20 OUTPUT

I assessed construct reliability using Cronbach's Alpha. Nunnally (1978) suggests that the ideal alpha for scale reliability is 0.70 and the results obtained met this condition. Reliability analysis of the entire questionnaire revealed a Cronbach's Alpha of 0.963. The scale reliability for Internal Marketing Orientation = 0.848, Work Motivation = 0.838, Work Commitment = 0.867, Job Satisfaction = 0.845, Service Quality = 0.845, Client Satisfaction = 0.847, and Turnover Intention = 0.864 as shown in Table 4.20. Hence, the Cronbach's Alpha values for all variables exceeded the scale of 0.70. It is pertinent to note that this result shows the cohesion of selected indicators.

4.3.8.11 Impact of internal Marketing on the variables

Ten research hypotheses were formulated to enable the researcher-subject some important aspects of the data to statistical verifications. Research hypotheses are falsifiable assertions or postulations about a population indicating the relationship between two variables, which should be subjected to test (Popper, 1959). Research hypotheses often evolve from the researcher's experience and prior knowledge of the subject being examined. These assertions are believed to be true, but the result of the investigation may prove to be otherwise. As such, there is the need for research hypotheses to be tested (Li et al., 2016).

4.3.8.12 Hypothesis One

H₀: Internal Marketing practices are not positively associated with job satisfaction of lawyers in Nigerian law firms.

H₁: Internal Marketing practices are positively associated with job satisfaction of lawyers in Nigerian law firms.

In testing whether there is any significant relationship between Internal Marketing Orientation and Job Satisfaction the study employed Pearson product-moment correlation. The sign and the absolute value of a correlation coefficient describe the direction and magnitude of the relationship between two variables. The correlation *r*-value requires both a magnitude and a direction of either positive or negative. It may take on a range of values from -1 to 0 to +1, where the values are absolute and non-dimensional with no units involved. A correlation coefficient of zero indicates that no association exists between the measured variables. The closer the *r* coefficient approaches ± 1 , regardless of the direction, the stronger is the existing association indicating a more linear relationship between the two variables. The strength of the

correlation is not dependent on the direction or the sign. The result of this correlation analysis is presented in Table 5.21.

Table 4.21: Simple Statistics							
Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Internal_Marketing Orientation	128	3.20313	0.97496	410.00000	1.00000	5.00000	Internal Marketing Orientation
Job_Satisfaction	128	3.17969	1.08992	407.00000	1.00000	5.00000	Job Satisfaction

Table 4.22: Pearson Correlation Coefficients, N = 128		
Prob > r under H0: Rho=0		
	Internal Marketing Orientation	Job Satisfaction
Internal Marketing Orientation	1.00000	0.60264 <.0001
Job Satisfaction	0.60264 <.0001	1.00000

Decision Rule

The relationship is significant when the P-value is less than the Alpha value ($\alpha = 0.01$).
Reject the null hypothesis.

A positive correlation coefficient indicates that an increase in the first variable would correspond to an increase in the second variable, thus implying a direct relationship between the variables.

A negative correlation indicates an inverse relationship whereas one variable increases the second variable decreases.

The higher the absolute value of the correlation coefficient, the stronger the relationship.

Decision

As shown in Table 4.21, there is a positive and strong relationship ($r = 0.60264$) between Internal Marketing Orientation and Job Satisfaction. The analysis presented in Table 5.7 reveals that the relationship between Internal Marketing Orientation and Job Satisfaction is significant since the P-value is $<.0001$. It could be inferred that Internal Marketing practices are positively associated with job satisfaction of lawyers in Nigerian law firms. It implies the higher the Internal Marketing Orientation, the more satisfied lawyers become.

4.3.8.13 Hypothesis Two

H_0 : Internal Marketing practices are not positively related to motivation of lawyers in Nigerian law firms.

H_1 : Internal Marketing practices are positively related to motivation of lawyers in Nigerian law firms.

Table 4.23: Summary of Regression Analysis of Internal Marketing Practices on Motivation of Lawyers						Model Summary ^b	
Variable	Label	Parameter Estimate	Standard Error	t Value	Pr > t		
Intercept	Intercept	1.26949	0.30634	4.14	<.0001	R-Square	0.2517
	Internal Marketing Practices	0.50408	0.07744	6.51	<.0001	Adj R-Square	0.2457

a. Predictors: (Constant), Internal Marketing Practices.

b. Dependent Variable: Work Motivation.

Table 4.23 reveals the influence of internal marketing practices on the motivation of lawyers in Nigerian law firms; it shows Internal Marketing Practices have 25.17 percent influence on Work Motivation while the remaining 74.83 percent is explained by other exogenous variables that are excluded in the model.

As depicted in Table 4.23, the estimates of the model coefficients for β_0 (Intercept) are 1.26949, and β_1 (Internal Marketing Practices). Therefore, the estimated model between Internal Marketing Practices and Work Motivation is presented thus:

$$\text{Work Motivation} = 1.26949 + 0.50408 \text{ Internal Marketing Practices.}$$

This regression equation shows that there is a positive relationship between Internal Marketing Practices and Work Motivation; it suggests that employees feel motivated to perform better if there are internal marketing practices in the firm.

Decision Rule

Reject the null hypothesis if the value of t-calculated is greater than the value of t-tabulated ($t_{cal} > t_{tab}$), otherwise, accept it. At 95% level of significance ($\alpha = 0.05$).

The t-calculated is given as 6.51

The t-tabulated is given as: $t_{0.05, (126)} = 1.97897059$.

Decision

Since $t_{calculated} = 6.51 > t_{tabulated} = 1.97897059$. We reject the null hypothesis.

In conclusion, the results of the regression confirm with 95% confidence that the internal marketing practices are positively related to motivation of lawyers in Nigerian law firms.

4.3.8.14 Hypothesis Three

H_0 : Motivation is not positively related to job satisfaction of lawyers in Nigerian law firms.

H_1 : Motivation is positively related to job satisfaction of lawyers in Nigerian law firms.

Table 4.24: Summary of Regression Analysis of Work Motivation on Job satisfaction						Model Summary^b	
Variable	Label	Parameter Estimate	Standard Error	t Value	Pr > t 		
Intercept	Intercept	-0.21408	0.24395	-0.88	0.3819	R-Square	0.6203
	Work Motivation	0.88473	0.06167	14.35	<.0001	Adj R-Square	0.6173

a. Predictors: (Constant), Work Motivation.

b. Dependent Variable: Job satisfaction.

Table 4.24 reveals the influence of motivation of lawyers in Nigerian law firms on job satisfaction of lawyers in Nigerian law firms; it shows motivation have 62.03 percent influence on job satisfaction of lawyers in Nigerian law firms while the remaining 37.97 percent is explained by other exogenous variables that are excluded in the model.

As depicted in Table 4.24, the estimates of the model coefficients for β_0 (Intercept) are -0.21408, and β_1 (Work Motivation) is 0.88473. Therefore, the estimated model between job satisfaction and work motivation is presented thus:

Job satisfaction = -0.21408 + 0.88473 Work Motivation.

This regression equation shows that when work motivation is zero, the employees' job satisfaction becomes negative. However, there is a positive relationship between job satisfaction and work motivation, and it implies that employees' feeling motivated to perform influence employees' job satisfaction.

Decision Rule

Reject the null hypothesis if the value of t-calculated is greater than the value of t-tabulated ($t_{cal} > t_{tab}$), otherwise, accept it. At 95% level of significance ($\alpha = 0.05$).

The t-calculated is given as 14.35

The t-tabulated is given as: $t_{0.05, (126)} = 1.97897059$.

Decision

Since $t_{calculated} = 14.35 > t_{tabulated} = 1.97897059$. We reject the null hypothesis. In conclusion, the results of the regression confirm with 95% confidence that motivation is positively related to job satisfaction of lawyers in Nigerian law firms.

4.3.8.15 Hypothesis Four

H_0 : Internal Marketing practices are not positively related to the commitment of lawyers in Nigerian law firms.

H_1 : Internal Marketing practices are positively related to the commitment of lawyers in Nigerian law firms.

Table 4.25: Summary of Regression Analysis of Work Motivation on Job satisfaction ^a						Model Summary ^b	
Variable	Label	Parameter Estimate	Standard Error	t Value	Pr > t		
Intercept	Intercept	0.79940	0.41643	1.92	0.0572	R-Square	0.2149
	Internal Marketing practices	0.74318	0.12655	5.87	<.0001	Adj R-Square	0.2087

a. Predictors: (Constant), Internal Marketing practices.

b. Dependent Variable: Commitment of Lawyers.

Table 4.25 reveals the impact of internal marketing practices on the commitment of lawyers in Nigerian law firms; it shows that internal marketing practices have 21.49 percent influence on the commitment of lawyers in Nigerian law firms while the remaining 78.51 percent is explained by other exogenous variables that are excluded in the model. The adjusted R^2 of 0.2087 means the explanatory power of the independent variables is considerably low.

The statistical relationship between Internal Marketing practices and commitment of lawyers in Nigerian law firms is presented thus:

Commitment of Lawyers = 0.79940 + 0.74318 Internal Marketing practices.

This regression equation shows that there is a positive relationship between Internal Marketing practices and commitment of lawyers in Nigerian law firms. Which implies the better the Internal Marketing practices, the better the commitment of lawyers in Nigerian law firms.

Decision Rule

Reject the null hypothesis if the value of t-calculated is greater than the value of t-tabulated ($t_{cal} > t_{tab}$), otherwise, accept it. At 95% level of significance ($\alpha = 0.05$).

The t-calculated is given as 5.87

The t-tabulated is given as: $t_{0.05, (126)} = 1.97897059$.

Decision

Since $t_{calculated} = 5.87 > t_{tabulated} = 1.97897059$. We reject the null hypothesis.

In conclusion, the results of the regression confirm with 95% confidence that internal marketing practices are positively related to the commitment of lawyers in Nigerian law firms.

4.3.8.16 Hypothesis Five

H₀: Commitment is not positively related to job satisfaction in Nigerian law firm.

H₁: Commitment is positively related to job satisfaction in Nigerian law firm.

Table 4.26: Summary of Regression Analysis of Job satisfaction on Commitment of Lawyers ^a						Model Summary ^b	
Variable	Label	Parameter Estimate	Standard Error	t Value	Pr > t		
Intercept	Intercept	0.86527	0.48170	1.80	0.0748	R-Square	0.1594
	Job satisfaction	0.71557	0.14639	4.89	<.0001	Adj R-Square	0.1527

a. Predictors: (Constant), Job satisfaction.

b. Dependent Variable: Commitment of Lawyers.

Table 4.26 reveals the impact of employees' job satisfaction on the commitment of Lawyers; it shows the Job satisfaction of Lawyers have 15.94 percent influence on the commitment of Lawyers while the remaining 84.06 percent is explained by other exogenous variables that are excluded in the model. The adjusted R² of 0.1527 means the explanatory power of the independent variables is considerably low.

The statistical relationship between commitments of lawyers on employees' job satisfaction is presented thus:

$$\text{Commitment of Lawyers} = 0.86527 + 0.71557 \text{ Job satisfaction.}$$

This regression equation shows that there is a positive relationship between Commitment of Lawyers and Job satisfaction. Which implies that any unit increase in Job satisfaction will cause an increment in the commitment of lawyers.

Decision Rule

Reject the null hypothesis if the value of t-calculated is greater than the value of t-tabulated ($t_{cal} > t_{tab}$), otherwise, accept it. At 95% level of significance ($\alpha = 0.05$).

The t-calculated is given as 4.89

The t-tabulated is given as: $t_{0.05, (126)} = 1.97897059$.

Decision

Since $t_{calculated} = 4.89 > t_{tabulated} = 1.97897059$. We reject the null hypothesis.

In conclusion, the results of the regression confirm with 95% confidence that commitment is positively related to job satisfaction in Nigerian law firm.

4.3.8.17 Hypothesis Six

H₀: Job satisfaction is not positively related to improved service quality of lawyers in Nigerian law firms.

H₁: Job satisfaction is positively related to improved service quality of lawyers in Nigerian law firms.

Table 4.27: Summary of Regression Analysis of Service Quality on Job satisfaction ^a						Model Summary ^b	
Variable	Label	Parameter Estimate	Standard Error	t Value	Pr > t		
Intercept	Intercept	2.49070	0.19241	12.95	<.0001	R-Square	0.2752
	Job satisfaction	0.39604	0.05726	6.92	<.0001	Adj R-Square	0.2694

a. Predictors: (Constant), Job satisfaction.

b. Dependent Variable: Service Quality.

Table 4.27 reveals the influence of job satisfaction of lawyers in Nigerian law firms on their service quality; it shows job satisfaction have 27.52 percent influence on service quality while the remaining 72.48 percent is explained by other exogenous variables that are excluded in the model.

As depicted in Table 4.27, the estimates of the model coefficients for β_0 (Intercept) are 2.49070, and β_1 (Job satisfaction) is 0.39604. Therefore, the estimated model between job satisfaction and Service Quality is presented thus:

Service Quality = 2.49070 + 0.39604 Job satisfaction.

As the model unveils it, there is a positive relationship between service quality and job satisfaction, and this means when employees' are satisfied with their job, their service quality gets better. This means that the more satisfied employees are with their jobs, the better the customer's perception of service quality, the bond between customers and front-line employees becomes stronger.

Decision Rule

Reject the null hypothesis if the value of t-calculated is greater than the value of t-tabulated ($t_{cal} > t_{tab}$), otherwise, accept it. At 95% level of significance ($\alpha = 0.05$).

The t-calculated is given as 6.92

The t-tabulated is given as: $t_{0.05, (126)} = 1.97897059$.

Decision

Since $t_{calculated} = 6.92 > t_{tabulated} = 1.97897059$. We reject the null hypothesis.

In conclusion, the results of the regression confirm with 95% confidence that job satisfaction is positively related to improved service quality of lawyers in Nigerian law firms.

4.3.8.18 Hypothesis Seven

H₀: Job satisfaction and service quality are not positively related to improved client satisfaction of Nigerian lawyers.

H₁: Job Satisfaction and service quality are positively related to improved client satisfaction of Nigerian lawyers.

Table 4.28: Parameter Estimates					Model Summary ^b	
Variable	Label	Parameter Estimate	Standard Error	t Value		
Intercept	Intercept	1.04867	0.32187	3.26	R-Square	0.4359
Job_ Satisfaction	Job Satisfaction	0.20978	0.07372	2.85	Adj R-Square	0.4269
Service_ Quality	Service Quality	0.63623	0.09764	6.52		

- Predictors: (Constant), Job Satisfaction, Service Quality.
- Dependent Variable: Client Satisfaction.

Table 4.28 reveals the relationship that exists among Job Satisfaction, Service Quality and Client Satisfaction; it shows Job Satisfaction and Service Quality contribute 43.59 percent to Client Satisfaction of Nigerian lawyers while the remaining 57.31 percent is explained by other exogenous variables that are excluded in the model. The adjusted R² of 0.4269 means the explanatory power of the independent variables is considerably high.

The statistical relationship of Job Satisfaction, Service Quality and Client Satisfaction is presented thus:

$$\text{Client Satisfaction} = 1.04867 + 0.20978 \text{ Job Satisfaction} + 0.63623 \text{ Service Quality}$$

This regression equation shows that there is a positive relationship among Job Satisfaction, Service Quality and Client Satisfaction. And the model also indicates that the more satisfied the employees' and better service they render, the more satisfied clients become.

Table 4.28: Summary of Regression Analysis of Job Satisfaction, and Service Quality on Client Satisfaction ^a					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	2	57.40059	28.70030	48.30	<.0001
Error	125	74.27909	0.59423		
Corrected Total	127	131.67969			

- Dependent Variable: Client Satisfaction.
- Predictors: Job Satisfaction, Service Quality.

Decision Rule

Reject the null hypothesis if the value of F calculated is greater than the value of F tabulated ($F_{cal} > F_{tab}$), otherwise, accept it. At 95% level of significance ($\alpha = 0.05$).

The F calculated is given as 48.30

The F tabulated is given as: $F_{0.05, (2, 125)} = 3.06868854$.

Decision

Since $F_{calculated} = 48.30 > F_{tabulated} = 3.06868854$. It suffices to reject the null hypothesis.

In conclusion, the results of the regression confirm with 95% confidence that Job Satisfaction and Service Quality are positively related to improved Client Satisfaction of Nigerian lawyers.

4.3.8.19 Hypothesis Eight

H_0 : Job satisfaction and service quality are not positively related to improved client satisfaction of Nigerian lawyers.

H_1 : Job satisfaction and service quality are positively related to improved client satisfaction of Nigerian lawyers.

Table 4.29: Test of Autocorrelation and Model Summary^b

Durbin-Watson	1.640	R-Square	0.4359
Number of Observations	128	Adj R-Sq	0.4269
1st Order Autocorrelation	0.146		

The values of the Durbin-Watson (1.640) and R^2 (0.4359) are expectedly high. The value of the Durbin-Watson is greater than that of the R^2 . That is $1.640 > 0.4359$. This implies that “the regression results are sensible and the model can be accepted”.

Using the Durbin–Watson test formula, the Durbin–Watson statistic calculated is 1.640. Based on the decision rule ($n = 128$ and $k = 3$, from the Durbin-Watson table, $dL = 1.69$ and $dU = 1.77$) we accept H_0 and reject H_1 , which means that there is no autocorrelation.

The model summary table gives the summary of the whole model, and it shows that the relationship that exists among Job Satisfaction, Service Quality and Client Satisfaction. As presented in Table 4.29 Job Satisfaction and Service Quality contribute 43.59 percent to Client Satisfaction of Nigerian lawyers while the remaining 56.41 percent is explained by other exogenous variables that are excluded in the model. The adjusted R^2 of 0.4269 means the explanatory power of the independent variables is considerably high.

Table 4.30: Parameter Estimates

Variable	Label	DF	Parameter Estimate	Standard Error	t Value	Pr > t	Tolerance	Variance Inflation
Intercept	Intercept	1	1.04867	0.32187	3.26	0.0014	.	0
Job Satisfaction	Job Satisfaction	1	0.20978	0.07372	2.85	0.0052	0.72484	1.37961
Service Quality	Service Quality	1	0.63623	0.09764	6.52	<.0001	0.72484	1.37961

a. Predictors: (Constant), Job Satisfaction, Service Quality.

b. Dependent Variable: Client Satisfaction.

In diagnosing the model for multicollinearity, Tolerance and Variance Inflation Factor (VIF) were utilised. The VIF represents a factor by which the variance of the estimated coefficient is multiplied due to the multicollinearity in the model. Higher levels of VIF are known to affect adversely the results associated with a multiple regression analysis. A VIF value of 10 has been recommended as the maximum level of VIF (e.g., Hair, Anderson, Tatham, & Black, 1995; Kennedy, 1992; Marquardt, 1970; Neter, Wasserman, & Kutner, 1989). The utility of VIF, as distinct from tolerance, is that VIF indicates explicitly the magnitude of the inflation in the standard errors associated with a particular beta weight that is due to multicollinearity.

The 1.37961 VIF value for Job Satisfaction and Service Quality is not small, and it implies that the standard errors are larger by a factor of 1.37961 than would otherwise be the case, if there were no inter-correlations at all between the Job Satisfaction and Service Quality. It is pertinent to note that the Tolerance and Variance Inflation suggests that the model does not have the problem of multicollinearity.

The statistical relationship of Job Satisfaction, Service Quality and Client Satisfaction is presented thus:

$$\text{Client Satisfaction} = 1.04867 + 0.20978 \text{ Job Satisfaction} + 0.63623 \text{ Service Quality}$$

This regression equation shows that there is a positive relationship among Job Satisfaction, Service Quality and Client Satisfaction. And the model also shows that the more satisfied the employees' and better service they render, the more satisfied clients become.

Table 4.31: Summary of Regression Analysis of Job Satisfaction, and Service Quality on Client Satisfaction^a					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	2	57.40059	28.70030	48.30	<.0001
Error	125	74.27909	0.59423		
Corrected Total	127	131.67969			

- a. Dependent Variable: Client Satisfaction.
- b. Predictors: Job Satisfaction, Service Quality.

Decision Rule

Reject the null hypothesis if the value of F calculated is greater than the value of F tabulated ($F_{cal} > F_{tab}$), otherwise, accept it. At 95% level of significance ($\alpha = 0.05$).

The F calculated is given as 48.30

The F tabulated is given as: $F_{0.05, (2, 125)} = 3.06868854$.

Decision

Since $F_{calculated} = 48.30 > F_{tabulated} = 3.06868854$. It suffices to reject the null hypothesis. In conclusion, the results of the regression confirm with 95% confidence that Job Satisfaction and Service Quality are positively related to improved Client Satisfaction of Nigerian lawyers.

4.3.8.20 Hypothesis Nine

H_0 : Service Quality is not positively related to turnover intention.

H_1 : Service Quality is positively related to turnover intention.

Table 4.32: Parameter Estimates					Model Summary ^b	
Variable	Label	Parameter Estimate	Standard Error	t Value		
Intercept	Intercept	1.10164	0.20351	5.41	R-Square	0.5683
Service_Quality	Service Quality	0.56933	0.12515	4.55	Adj R-Square	0.5614
Client_Satisfaction	Client Satisfaction	0.41720	0.12918	3.23		

a. Predictors: (Constant), Service Quality, Client Satisfaction.

b. Dependent Variable: Turnover intention.

Table 4.32 depicts the relationship that exists among Job Satisfaction, Client Satisfaction and Turnover intention; it shows Turnover intention, and Service Quality accounts for 56.83 percent of Lawyers' turnover intention while the remaining 43.17 percent is explained by other exogenous variables that are excluded in the model. The adjusted R² of 0.5614 means the explanatory power of the independent variables is moderately high.

The statistical relationship between Client Satisfaction, Service Quality and Turnover intention is presented thus:

Turnover intention = 1.10164 + 0.56933 Service Quality + 0.41720 Client Satisfaction

This regression equation shows that there is a positive relationship between Service Quality and Turnover Intention.

Table 4:33: Summary of Regression Analysis of Client Satisfaction, and Service Quality on Turnover intention ^a					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	2	87.30736	43.65368	82.29	<.0001
Error	125	66.30983	0.53048		
Corrected Total	127	153.61719			

a. Dependent Variable: Turnover Intention.

b. Predictors: Service Quality, Client Satisfaction.

Decision Rule

Reject the null hypothesis if the value of F calculated is greater than the value of F tabulated ($F_{cal} > F_{tab}$), otherwise, accept it. At 95% level of significance ($\alpha = 0.05$).

The F calculated is given as 82.29

The F tabulated is given as: $F_{0.05, (2, 125)} = 3.06868854$.

Decision

Since $F_{calculated} = 82.29 > F_{tabulated} = 3.06868854$. It suffices to reject the null hypothesis.

In conclusion, the results of the regression confirm with 95% confidence that improved Service Quality and Client Satisfaction are positively related to turnover intention.

4.3.8.21 Hypothesis Ten

H_0 : Client Satisfaction is not positively related to turnover intention.

H_1 : Client Satisfaction is positively related to turnover intention.

Table 4.34: Summary of Regression Analysis of Client Satisfaction on Turnover Intention ^a						Model Summary ^b	
Variable	Label	Parameter Estimate	Standard Error	t Value	Pr > t		
Intercept	Intercept	0.58850	0.13322	4.42	<.0001	R-Square	0.7359
	Client Satisfaction	0.76251	0.04069	18.74	<.0001	Adj R-Square	0.7338

a. Predictors: (Constant), Client Satisfaction.

b. Dependent Variable: Turnover Intention.

Table 4.34 shows the relationship between client satisfaction and turnover intention; other things that contribute to turnover intention but not included in this particular model explain client satisfaction influences turnover intention to the tune of 73.59 percent, and the remaining 26.41 percent.

As depicted in Table 4.28, the estimates of the model coefficients for β_0 (Intercept) is 0.58850, and β_1 (Client Satisfaction) is 0.76251. Therefore, the estimated model between client satisfaction and turnover intention is presented thus:

$$\text{Turnover Intention} = 0.58850 + 0.76251 \text{ Client Satisfaction.}$$

This regression equation shows that client satisfaction has a positive relationship with service quality.

Decision Rule

“Reject the null hypothesis if the value of t-calculated is greater than the value of t-tabulated ($t_{cal} > t_{tab}$), otherwise accept it. At 95% level of significance ($\alpha = 0.05$)”.

The t-calculated is given as 18.74

The t-tabulated is given as: $t_{0.05, (59)} = 1.97897059$.

Decision

Since $t_{calculated} = 18.74 > t_{tabulated} = 1.97897059$. We reject the null hypothesis.

In conclusion, the results of the regression confirm with 95% confidence that client satisfaction is positively related to turnover intention.

4.3.8.22 Harman Single Factor

Considering the fact that the survey population are lawyers working in the leading law firms in Nigeria and mostly based in Lagos a Harman Single Test using SPSS was deployed to test common method bias. The result of the Harman Single Factor Test showed 44.32% variance thus indicating that there was no possibility of common bias in the survey. Below is the result of the Harman Single Factor test.

Table 4;35: Common method bias using Harman Single Factor

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	26.146	44.315	44.315	26.146	44.315	44.315
2	4.597	7.791	52.106			
3	3.958	6.708	58.814			
4	2.387	4.047	62.861			
5	1.805	3.059	65.920			
6	1.713	2.903	68.823			
7	1.604	2.718	71.541			
8	1.328	2.251	73.792			
9	1.119	1.896	75.688			
10	1.012	1.716	77.404			
11	.919	1.557	78.961			
12	.852	1.445	80.406			
13	.768	1.302	81.708			
14	.724	1.228	82.936			
15	.688	1.167	84.103			
16	.654	1.108	85.211			

17	.598	1.014	86.225		
18	.576	.976	87.202		
19	.516	.874	88.076		
20	.471	.798	88.874		
21	.444	.752	89.626		
22	.417	.707	90.333		
23	.396	.672	91.005		
24	.366	.620	91.625		
25	.351	.594	92.220		
26	.341	.578	92.797		
27	.289	.489	93.286		
28	.283	.479	93.765		
29	.274	.465	94.230		
30	.260	.441	94.671		
31	.228	.386	95.057		
32	.224	.380	95.437		
33	.216	.367	95.804		
34	.202	.343	96.147		
35	.193	.327	96.474		
36	.181	.307	96.781		
37	.163	.276	97.057		
38	.157	.267	97.323		
39	.157	.266	97.590		
40	.149	.253	97.842		
41	.135	.229	98.071		
42	.121	.206	98.277		
43	.116	.197	98.474		
44	.102	.174	98.648		
45	.094	.159	98.807		
46	.084	.143	98.950		
47	.080	.136	99.086		
48	.074	.125	99.211		
49	.073	.124	99.335		
50	.068	.116	99.451		
51	.058	.099	99.550		
52	.049	.083	99.633		
53	.043	.073	99.706		
54	.038	.064	99.770		
55	.036	.061	99.831		
56	.033	.055	99.886		
57	.028	.047	99.934		
58	.021	.035	99.969		
59	.018	.031	100.000		

Extraction Method: Principal Component Analysis.

4.4 Summary of Quantitative Data Analysis Findings

The respondents were equally split between male and female lawyers with a higher percentage of respondents having less than ten years experience as lawyers and more respondents being below the age of 30 years of age. The research indicated most of the firms

surveyed had low marketing orientation with a higher percentage of lawyers indicating a Turnover Intention their firm.

The research indicated a positive correlation between internal marketing and job satisfaction amongst lawyers in leading commercial law firms in Nigeria thus confirming existing research showing a positive correlation between internal marketing orientation and job satisfaction; The research also indicated a positive correlation between internal marketing and motivation of lawyers in leading commercial law firms in Nigeria thus confirming existing literature indicating positive correlation between internal marketing and motivation of employees; The survey showed a positive correlation between motivation and job satisfaction of lawyers in leading commercial law firms in Nigeria thus verifying earlier findings that motivation is positively correlated with job satisfaction; The research indicated a positive correlation between internal marketing and job commitment of lawyers in the leading commercial law firms in Nigeria further validating the conclusions of earlier research that internal marketing is positively correlated with job commitment; The survey also confirmed a positive correlation between job commitment and job satisfaction of lawyers working in leading commercial law firms in Nigeria earlier research of the positive correlation between job commitment and job satisfaction; The survey indicated a positive correlation between job satisfaction and service quality of lawyers in the leading commercial law firms in Nigeria giving credence to earlier research of a link between job satisfaction and improved service quality; The research also indicated a positive correlation between job satisfaction and client satisfaction amongst leading commercial law firms in Nigeria also confirming earlier link between job satisfaction and improved client satisfaction. The survey indicated that improved job satisfaction and service quality amongst lawyers in the leading commercial law firms in Nigeria would lead to improved client satisfaction. Also, the research found that service quality is positively correlated to turnover intention amongst lawyers in the leading commercial law firms in Nigeria suggesting that the better service got in the law firms, the more lawyers developed an intention to leave their firms. Finally, the survey indicated a positive correlation between client satisfaction and turnover intention suggesting that the more clients were satisfied, the more lawyers developed an intention to leave their firms. The result of the study confirms existing literature on the impact of internal marketing practices on the motivation and organisation commitment of lawyers in Nigerian law firms with the resulting effect of increased job satisfaction of the lawyers. The research also confirmed the impact of improved job satisfaction on service quality and client satisfaction. The study thus found that increasing

internal marketing practices by Nigerian law firms increases commitment and motivation of lawyers working in the law firms thus creating a positive effect on job satisfaction, which improves service quality and client satisfaction. However, the study did not confirm a positive effect of job satisfaction resulting from internal marketing activities on turnover intention. From the findings of the research increased job satisfaction does not necessarily lead to reduced Turnover Intention law firms. Lawyers in the leading law firms may despite being satisfied on the job still have turnover intentions.

The table below summarises the findings of the collection and analysis of quantitative data from lawyers in the leading law firms in Nigeria concerning the impact of internal marketing on turnover intention in the firms.

Table 4.36 Findings

<i>Hypothesis</i>	<i>Finding</i>
<p><i>Hypothesis One</i></p> <p>H₀: Internal Marketing practices are not positively associated with job satisfaction of lawyers in Nigerian law firms.</p> <p>H₁: Internal Marketing practices are positively associated with job satisfaction of lawyers in Nigerian law firms.</p>	<p>The relationship between Internal Marketing Orientation and Job Satisfaction is significant. It can thus be inferred that Internal Marketing practices are positively associated with job satisfaction of lawyers in Nigerian law firms. It implies the higher the Internal Marketing Orientation, the more satisfied lawyers become.</p>
<p><i>Hypothesis Two</i></p> <p>H₀: Internal Marketing practices are not positively related to motivation of lawyers in Nigerian law firms.</p> <p>H₁: Internal Marketing practices are positively related to motivation of lawyers in Nigerian law firms.</p>	<p>The regression equation shows a positive relationship between Internal Marketing practices and Work Motivation. It suggests that employees feel motivated to perform better if there are internal marketing practices in the firm. The results of the regression confirm with a significant degree of confidence that the internal marketing practices are positively related to motivation of lawyers in Nigerian law firms. Internal marketing practices will lead to increased</p>

	motivation amongst lawyers in Nigerian law firms.
<p><i>Hypothesis Three</i></p> <p>H₀: Motivation is not positively related to job satisfaction of lawyers in Nigerian law firms.</p> <p>H₁: Motivation is positively related to job satisfaction of lawyers in Nigerian law firms.</p>	<p>The regression equation shows that when work motivation is zero, the employees' job satisfaction becomes negative. However, there is a positive relationship between job satisfaction and work motivation, and It implies that employees' feeling motivated to perform influence employees' job satisfaction.</p> <p>The results of the regression confirm with a significant degree of confidence that motivation is positively related to job satisfaction of lawyers in Nigerian law firms. The more satisfied Nigerian lawyers are with their work, the more motivated they will be on the job</p>
<p><i>Hypothesis Four</i></p> <p>H₀: Internal Marketing practices are not positively related to the commitment of lawyers in Nigerian law firms.</p> <p>H₁: Internal Marketing practices are positively related to the commitment of lawyers in Nigerian law firms.</p>	<p>The regression equation shows that there is a positive relationship between Internal Marketing practices and commitment of lawyers in Nigerian law firms. Which implies that the better the Internal Marketing practices, the better the commitment of lawyers in Nigerian law firms.</p> <p>The results of the regression confirm with a significant degree of confidence that internal marketing practices are positively related to the commitment of lawyers in Nigerian law firms.</p>
<p><i>Hypothesis Five</i></p> <p>H₀: Commitment is not positively related to job satisfaction in Nigerian law firm.</p> <p>H₁: Commitment is positively related to job satisfaction in Nigerian law firm.</p>	<p>The regression equation shows that there is a positive relationship between Commitment of Lawyers and Job satisfaction. Which implies that any unit increase in Job</p>

	<p>satisfaction will cause an increment in the commitment of lawyers.</p> <p>The results of the regression confirm with a significant degree of confidence that commitment is positively related to job satisfaction in Nigerian law firm.</p>
<p><i>Hypothesis Six</i></p> <p>H₀: Job satisfaction is not positively related to improved service quality of lawyers in Nigerian law firms.</p> <p>H₁: Job satisfaction is positively related to improved service quality of lawyers in Nigerian law firms.</p>	<p>As the model unveils there is a positive relationship between service quality and job satisfaction, this means when employees' are satisfied with their job, their service quality gets better. That is, the more satisfied employees are with their jobs, the better the customer's perception of service quality and the bond between customers and front-line employees becomes stronger.</p> <p>The results of the regression confirm with a significant degree of confidence that job satisfaction is positively related to improved service quality of lawyers in Nigerian law firms.</p>
<p><i>Hypothesis Seven</i></p> <p>H₀: Job satisfaction and service quality are not positively related to improved client satisfaction of Nigerian lawyers.</p> <p>H₁: Job Satisfaction and service quality are positively related to improved client satisfaction of Nigerian lawyers.</p>	<p>The regression equation shows that there is a positive relationship among Job Satisfaction, Service Quality and Client Satisfaction. And the model also indicates that the more satisfied the employees' and better service they render, the more satisfied clients become.</p> <p>The results of the regression confirm with a significant degree of confidence that Job Satisfaction and Service Quality are positively related to improved Client Satisfaction of Nigerian lawyers.</p>
<p><i>Hypothesis Eight</i></p>	<p>The regression equation shows that there is a positive relationship among Job Satisfaction,</p>

<p>H₀: Job satisfaction and service quality are not positively related to improved client satisfaction of Nigerian lawyers.</p> <p>H₁: Job satisfaction and service quality are positively related to improved client satisfaction of Nigerian lawyers</p>	<p>Service Quality and Client Satisfaction. And the model also shows that the more satisfied the employees' and better service they render, the more satisfied clients become.</p> <p>The results of the regression confirm with a significant degree confidence that Job Satisfaction and Service Quality are positively related to improved Client Satisfaction of Nigerian lawyers.</p>
<p><i>Hypothesis Nine</i></p> <p>H₀: Service Quality is not positively related to turnover intention.</p> <p>H₁: Service Quality is positively related to turnover intention.</p>	<p>The regression equation shows that there is a positive relationship between Service Quality and Turnover Intention.</p> <p>In conclusion, the results of the regression confirm with a significant degree of confidence that improved Service Quality and Client Satisfaction are positively related to turnover intention.</p>
<p><i>Hypothesis Ten</i></p> <p>H₀: Client Satisfaction is not positively related to turnover intention.</p> <p>H₁: Client Satisfaction is positively related to turnover intention.</p>	<p>The regression equation shows that client satisfaction has a positive relationship with turnover intention.</p> <p>The results of the regression confirm with a significant degree of confidence that client satisfaction is positively related to turnover intention.</p>

4.5 Qualitative Data

4.5.1 Qualitative Data Context

The result above while confirming the positive correlation between internal marketing and motivation, job commitment, job satisfaction, improved quality and improved customer satisfaction the exercise failed to establish that increased internal marketing could lead to reduced turnover intention. Having designed the action research as an integrated action research, commencing with gathering of quantitative data followed by qualitative data I

decided notwithstanding the outcome of the result of the quantitative process to proceed to the qualitative data gathering process in the main to understand better the outcome of the quantitative portion of the research as the qualitative part will provide meaning and sense to the results of the quantitative data. I also considered that continuing with the action research as initial structured would provide critical information and perspective on the results from the first part of the action research. It was also considered essential to continue as originally designed as the problem was identified in the setting of my firm and conducting a collaborative qualitative data gathering within the firm was necessary to understand the problem and its resolution better within context. Thus, the quantitative data gathering phase was followed with gathering qualitative data to attempt a resolution of the issue identified for decision by the action research, which is the reduction of turnover intention of lawyers in my firm. Having found that internal marketing had a positive impact on job satisfaction, motivation and motivation the action research involved identifying internal marketing actions that could be deployed, the implementation of those actions, reviewing the results and overseeing the continuing implementation.

4.5.2 Setting

This collaborative qualitative data collection was done within the organisation where I work. The firm, Olaniwun Ajayi LP was established about 54 years ago. For the first half of its existence, the firm was a sole practice owned and run by the founder Sir Olaniwun Ajayi. In its early years, the firm had only a few lawyers who had no desire to work in the firm for an extended period. This was the prevalent practice at the time in Nigeria where most lawyers joined firms with the view to gaining experience preparatory to starting their firms (Famoroti, 2013). Things however changed in the firm about 30 years ago when the firm became a partnership with the son of the founder joining him as the first partner. Within five years after that, a third partner was named. This transition to a partnership, which mirrored developments in the legal profession and market in the country, began to put pressure on the firm to retain its lawyers for more extended periods. The macroeconomic environment and the changes to the competitive landscape made it imperative for the firm to maintain its talents for more extended periods for the firm to be able to attract and do good quality work on a continuous basis. In the period the firm recorded phenomenal growth, and it came under significant pressure to retain its lawyers for more extended periods. While things have improved over the years, the firm, which is transiting from, a family business to a full-fledged partnership is still plagued with bouts of exits that are disruptive to its operations. The competitive pressure the firm is faced

with and the fierce competition for talent has made the case for retention stronger for the firm. Recent happenings where international firms have started to draw employees from the firm to be able to compete for Nigerian related work has further heightened the problem. The firm has in the last 15 years lost a lot of its lawyers to competition thus strengthening their ability to compete with the firm. The firm, which has a policy of organic growth and is reluctant, to hire laterally became a training ground for other firms. This is besides all the other losses that it has suffered as a result of the voluntary exits it has endured. All these make the issue of turnover of significant concern to the firm.

Currently, the firm has about 80 lawyers including 13 partners. About 70 percent of lawyers in the firm have been in the firm for less than five years. The last two years saw a total of 20 lawyers (Olaniwun Ajayi Human Resources Records) voluntarily leaving the firm for various reasons. This gives an indication of the level of turnover the firm is experiencing. Over the years the exit of lawyers in the firm has been very disruptive. First, the market has become so much more competitive, and every move to a competition is a loss to the firm on talent. This is particularly more costly to the firm as the firm is viewed as a good training ground for skills. The knowledge loss to the firm is significant as the philosophy of the firm is to immerse every lawyer deeply in the work and relationships with the client from day one. Losing a lawyer is thus a significant loss for the firm. This is, therefore, the context in which the action research is being conducted with the view to determining if internal marketing can affect the turnover intention of lawyers in the firm.

The action research was conducted to find ways of reducing the incidence of turnover intention in the firm. Hence, the collaborative qualitative data gathering sought to determine if internal marketing activities deployed in the firm Olaniwun Ajayi could reduce the intention of lawyers in the firm from wanting to leave the firm. In the context of the purpose of this research and the strong correlation between internal marketing and motivation, commitment and job satisfaction as reported in Chapter 5 the qualitative data gathering also sought to determine what internal marketing actions that can be taken by the firm to improve motivation, commitment and satisfaction of lawyers in the firm Olaniwun Ajayi LP.

4.5.3 Definition of Problem

It was necessary to collectively identify the problem in line with the general principles for conducting action research, which requires a democratic and collaborative identification of

the problem. The focus group session commenced with me stating the relationship between internal marketing, motivation, job commitment, job satisfaction and turnover intention. This exercise was followed by requesting the focus group members to review the state of affair in the firm with the view to determining if there are issues that are in need of intervention or action related to motivation, job commitment, job satisfaction and turnover intention. I also briefly outlined the result of the empirical data gathered identifying the positive impact of internal marketing on motivation, job commitment and job satisfaction and raised the inconclusiveness of the investigation of the impact of internal marketing on reducing turnover intention despite the presence of prior literature indicating that internal marketing could lead to a reduction of turnover intention.

Following extensive discussions and review of the literature on the impact of internal marketing, it was agreed by the group that notwithstanding the inconclusive result of the empirical investigation of the effects of internal marketing on reducing turnover intention it was essential to explore the possibility of internal marketing reducing the incidence of turnover intention in the firm. This was because the participants concluded that the survey was based on an investigation of the opinion of survey participants on activities in their firms reducing turnover intention and was not an actual test of the implementation of internal marketing activities on turnover intention. It was thus decided that actual testing of internal marketing activities in the firm will give a clear and definite result of the possible impact of internal marketing activities on turnover intention. This conclusion was relatively easy to agree on the focus, and the problem for consideration as the majority of the participant could relate with the need to work on making people want to stay longer in the firm. The older lawyers expressed severe concerns on the rate at which younger lawyers left the firm and were concerned that 70% of the firm had spent less than five years in the firm for a profession that is highly dependent on years of practice. The younger lawyers were also particularly interested in finding ways of making them stay longer in the firm as they were negatively affected by departures from the firm and believed that more needed to be done to hold them for longer in the firm. A young lawyer expressed *'I am not sure the firm is particularly interested in keeping lawyers for long. I had always seen the management of the firm interested in getting the most from a lawyer at any relevant period without being interested in keeping for the future'*. Thus, the group agreed that a desired future for the firm is to create an environment where the average lawyer is not always thinking of leaving the firm. The current climate in the firm is far from this envisaged future. It was collectively agreed that the action research would focus on

evolving internal marketing concepts that will reduce the incidence turnover intention amongst lawyers in the firm.

4.5.4 *Turnover and Turnover Intention in the Firm*

While it was recognised that the retention rate in the firm has improved compared to ten years ago, it was the consensus of participants that employee turnover remained a significant issue for the firm. Participants spoke particularly about the year 2014, which was a bad year for the firm regarding the number of exits from the firm. While participants agreed that most of the recent departures were on account of academic pursuit, the firm still suffers from turnover, which can be disruptive to the firm. Participants were also concerned about the fact that most employees who returned from further studies did not return to the firm. One participant highlighted the fact that more lateral hires have left the firm than those who were homegrown. The focus group was however divided on whether the firm had a major turnover challenge necessitating an emergency action. While the older members of the focus group argued that things had improved save for a few odd years, the younger members of the focus group felt otherwise. After extensive debates, the focus group rejected the assertion that there was a turnover crisis in the firm notwithstanding the experience in 2014. The group agreed that there is, however, the need to take measures to reduce turnover in the firm.

Concerning intention to leave there was the general view that there is always a prevalence of a possibility to leave the firm, as most lawyers will easily take up an opportunity to earn better or to go to a firm that provides better work-life balance. Almost every member of the focus group agreed that they often entertain thoughts of possibly leaving the firm if they get better offers. One participant said *'I generally enjoy working at OALP; however there are times within a month I feel I will work here until I make partner and there are times during the same month that I feel the next job opportunity I am out. For me, it depends on how I am being treated at any point in time'*. Another participant remarked *'while I am not constantly and consciously thinking it, it is there somewhere deep within me that if I get a better offer, I will leave. Not sure if that is having turnover intention. But I somehow dream it and wish I will get a call or receive an email'*. Another participant asserted that *'everything is money 'jo'* (Nigerian expression meaning 'please'). *We all are thinking of making more money. It is always on our mind. It never leaves our mind. Sincerely we are always thinking of leaving because we all think we can get a better salary somewhere else'*. While participants could not agree that they had turnover intention, it was agreed that they all desired better pay packages and think

about getting a place that could offer such. Also, all members of the group mentioned that there are situations in the firm currently that can lead to them leaving but they are currently not strongly considering leaving but the thought to leave may become established if things do not improve concerning those areas of concern.

The participants indicated that there are a number of their colleagues who have expressed thoughts of leaving the firm on account of feelings that they have not been making much progress on the developmental scale in the firm and who do not have a firm view of their career progression. These people are thinking of leaving the firm. The group however generally concluded that it couldn't be said that the firm is plagued with a lot of people thinking of leaving.

4.5.5 *Motivation, Commitment, Job Satisfaction and Turnover Intention*

In response to questions about motivation, every member of the focus group said they were highly motivated by the work they do and believe they have some of the best opportunities in Nigeria based on the work they do in the firm. One participant said, *'I talk to my classmates in other firms and their passion for their work cannot compare with what I feel working here'*. Another remarked, *'I love the nature of the work; it makes you want more. Every transaction creates a desire for the next transaction'*. Another striking statement was that of a mid-level lawyer who said *'its called 'deal heat', the excitement you get from working on transactions in OA'*. It was agreed that working in the firm creates a high degree of motivation that gets you going on with the work.

Concerning commitment, most participants expressed that they held a strong commitment to their jobs but expressed, however, some issues affect the levels of commitment. Someone explained that *'there is a difference between commitment to the work and commitment to the firm. Most are committed to the work but not committed to the firm with the same degree'*. I probed this further, and it was explained that people love the idea of working at the firm due to the exposure to good quality work as the firm attracts some of the best legal work in the country. However, there are things about the firm that affects their ability to commit to the firm though they enjoy the type of work they get involved with. Some participants expressed concerns about transparency and openness, which affects the level of commitment. A participant stated *'We cannot be committed to what we are not aware of'*. Another remarked *'You commit to people who are committed to you; I do not see the partners as being committed*

to me personally. Beyond the work, the firm is not committed to me personally'. Thus, it was agreed by most members that the average person in the firm is highly motivated by the type of work he or she does but may not be too committed to the firm based on certain issues that he or she may have with the firm. Most responded that they had a reasonable level of satisfaction with their jobs but agreed that a lot more could be done by the firm to improve levels of job satisfaction. One remarked, *'I am satisfied, but my satisfaction has issues'*.

4.5.6 *Issues Impacting Motivation, Commitment, Job Satisfaction and Turnover Intention*

The Focus group then proceeded to identify a number of issues, which have a significant impact on motivation, commitment, and job satisfaction of lawyers, which may, in turn, lead to the development of an intention to leave by lawyers in the firm. In discussing the issues a lot of matters were put on the table with some lawyers feeling very strongly about their issues. However, it was agreed that the group would only consider and work with issues that were generally agreed to by all.

A central concern that was identified by all the participants was the absence of a clear path to career fulfilment. While most enjoy the work, they, however, are generally affected by a failure to see a path to growth and to partnership. While a lot of the younger lawyers were not too concerned about this, all of the mid-level lawyers expressed this as a factor that is affecting their levels of motivation, commitment and ultimately their sense of satisfaction with the work. While it was agreed that the work the firm does gives a strong sense of career satisfaction lawyers in the firm will like to know that there is a path to the partnership that they are on. The inability to see a clear path to partnership affects the level of commitment and job satisfaction though the lawyers like the nature of the work they do. Though recent elevations in the firm have gone a long way to mitigating this concern it, however, remains a strong factor in contributing to intention to leave. Relatedly, a number of participants voiced concerns about the number of years that it takes to become a partner in the firm. There is a general view that the time it takes to make partnership is unduly lengthy and this affects the motivation of lawyers and their commitment to the firm. It is also a factor that significantly contributes to the intention to want to leave the firm. A number of the mid-level lawyers feel strongly that the top of the ladder to the partnership is crowded and they are doubtful about their chances to make the partnership. Someone remarked to resounding applause, *'there is go slow (Nigerian expression for traffic jam) on the partnership track'*. Participants also mentioned that a major impact on motivation and resultantly on commitment and job satisfaction is the absence of efforts by the

firm to properly recognise and appreciate the efforts of lawyers. This is particularly important given the nature of work environment that is found in the firm, which is a high-pressure one with people closing late each day and often working long hours on weekends. Members of the focus group maintained that lawyers lose motivation and begin to consider leaving the firm when they are of the opinion that their efforts are not appropriately recognised. One participant observed, *'my supervisor takes it for granted that I have to do the work well. I never get appreciated when I get it right but the slightest problem, I don't get to hear the last'*. Participants noted the need for the firm to develop a feedback system for each transaction. *'Waiting until mid-year and end of the year to get feedback is demoralising'* remarked a participant.

Though initially a borderline issue, following vigorous debate it was agreed it was a matter of general application requiring mention. A number of participants remarked that the absence of a training program affects motivation and commitment as most of the other leading commercial law firms send their lawyers outside of the country to attend specialized training programs and practitioner conferences. Most of the younger lawyers also raised an issue with the fact that in most cases they are just thrown into the deep end of the work without seniors properly showing them the rope and providing them with the tools required to do their work. One lawyer remarked, *'Imagine I am expected to think and write like someone who has been doing this work forever without showing me how to do it. How do I survive?'* Participants raised concerns about the fairness of the appraisal systems in the firm, and all agreed that the appraisal process often leads to lawyers developing an intention to leave. One participant particularly said that he expects he will be evaluated and rated based on the work he does and not the perception of his personality by his superiors, which is often the case. Participants were of the view that feeling needed by the firm was a principal source of motivation which will increase levels of commitment. Once they do not feel needed or they are of the view that their professional relevance is no longer significant they want to leave the firm. A related point was the possible impact on motivation and job satisfaction of perception of discrimination, especially concerning work and growth opportunities, rewards and evaluation process. Specifically, the evaluation process was identified as a possible area for the manifestation of discriminatory practices in the firm, which often causes lawyers to develop an intention to want to leave the firm.

All the participants identified the pressured work environment as a significant cause of the development of intention to leave. They recognised that the firm lacked a right work balance environment with lawyers having little or no personal time. This was identified as the primary cause of people leaving the firm. *'I don't have a life outside of this job, it is unbelievable, and I still feel I am not doing enough, I don't get it'* were the words of one of the young lawyers. The fact that there is no closing hour and lawyers were required to work on most weekends was observed by one of the participants as a drain on the motivation, commitment and job satisfaction of lawyers. One stated *'while we like the nature of work and are excited about working in such a high pressured environment, with time the excitement wanes and we begin to ask if this is the best use of our lives'*. In response to questions on why people close late most participants indicated that it was a cultural thing as people still stay back late in the office even when they do not have any important assignment requiring attention. *'If you close early it appears you are not a good lawyer, the later you close, the more people feel you are busy and good'* remarked one of the participants. Everyone agreed that this was taking a significant toll on lawyers in the firm and causing a great deal of strain in families and personal lives. The lawyers were of the view that the firm did not care for them while extracting a lot concerning work the firm cared less about their personal lives.

Another major issue affecting motivation, commitment, job satisfaction and intention to leave is remuneration. Participants were generally of the view that the remuneration package of the firm could be better. It was a firm view of most of the participants that the receipt of a better offer by most of the lawyers will result in the lawyer deciding to leave. Particular emphasis was placed on the absence of benefits and allowance such as health scheme and mobile phone subsidy, which some other firms provide. This was one of the few issues that participants were unanimous concerning.

Another key area of concern is the relationship between senior associates and the associates. The more senior members of the focus group disagreed with this point arguing that younger members of the firm being millennials had a poor attitude to work and preferred being pampered. The younger members of the focus group explained that partners and more senior lawyers treated associates well. They maintained that senior associates and immediate seniors of associates are often more high handed in their dealings with associates leading to associates been more anxious around senior associates while having a more relaxed relationship with partners. This situation makes the job slightly more difficult to bear and demotivates and leads

to lawyers thinking of leaving the firm. While the inclusion of this issue was greatly resisted by the senior members of the group I had to intervene to allow its inclusion since the younger people feel strongly about the issue and the issue concerned those resisting the addition as an issue.

Another factor impacting motivation, commitment and job satisfaction was the issue transparency and openness. The group was of the firm view that the management of the firm was not very open about issues that concerned employees and generally about the direction of the firm. They remarked that communication was very poor with lawyers left guessing what is happening in the firm and what informs many decisions. One participant spoke of a recent occurrence when quarterly payments made by the firm to lawyers was delayed without any communication from the management. The participant remarked *‘I had this frustrating feeling leaving home every morning on account of the delay. I didn't get why our funds have been held, and no explanations were being offered. I was demotivated during that period’*. Another remarked that there is a need to create a sense of belonging amongst lawyers as most lawyers get the feeling that management operates in secrecy. Inputs of lawyers are not sought before decisions are reached, and in most cases, the lawyers do not see themselves as vested in the decisions. The management *“is a secret cult”* one of the participants remarked. *‘We cannot be committed to what we are not aware of’* another one stated. The group agreed that this poor communication orientation affects their level of satisfaction with the firm.

The focus group concluded that the firm needed to do more in treating its staff as customers for the purpose improving motivation, commitment, job satisfaction and avoiding intention to leave.

4.5.7 Impact on Work Quality and Client Satisfaction

Participants were agreed that where employees are demotivated and lack job satisfaction this might have an impact on the quality of their work and relatedly on client satisfaction. It was also the view of the participants that some of the issues affecting motivation, commitment, job satisfaction and turnover intention do have a direct impact on the quality of work produced. For instance, attempting to manage work-life balance can put so much pressure on lawyers that it affects the quality of work they produce and relatedly affect client satisfaction. Also, lawyers get disillusioned when they get the feeling that their contribution is not valued or they feel that they do not have equal access to the same level of opportunities as

some others in the firm. This affects the lawyers' attention to work, which ultimately affects the quality of work produced. It was thus generally the view of the focus group that where the lawyers are not satisfied with the job it will lead to client dissatisfaction. While the participants do not think there is currently a significant impact of these issues on work quality and client satisfaction it was agreed that from time to time this could be the case and as matters worsened it is likely to grow.

4.5.8 *Internal Marketing in the firm*

I took time to explain the concept of internal marketing as espoused in literature and asked the members of the focus group if they thought the firm was actively engaged in internal marketing. The participants felt that there were no direct, planned or apparent internal marketing activities being undertaken by the firm. The participants did not think there were deliberate or conscious efforts by the firm to view or treat employees as customers or clients. Most actions taken by the firm concerning the lawyers were deemed general, and there was nothing peculiar or specific that made employees feel they were considered particularly special to enable them work better. One participant said, *'the firm cares more about the work than about the lawyers who get the work done'*. Another remarked *'we all know that the firm will rather spend the last Naira (Unit of Nigerian Currency) to care for clients than care for lawyers'*. The younger lawyers were more vocal about this issue with lawyers who had spent a long time in the firm being more moderate about their view on this point. It was however generally agreed by the participants that being viewed and treated as a customer or a client will significantly improve motivation, commitment and job satisfaction. It was the consensus of participants that being considered and treated as a customer will reduce any thoughts or intention to leave.

4.5.9 *Areas requiring Internal Marketing Intervention in the Firm*

The focus group members then proceeded to debate the areas in the firm that could benefit from internal marketing activities for increased motivation, commitment, job satisfaction and possibly reducing turnover intention. The discussions on actions to be taken were around themes identified from the analysis of the qualitative data arising from the focus group discussions;

Table 4.37 Areas Requiring Intervention

	Areas Identified as Requiring Attention	Basis	Illustrative Statements
1.	Work-Life Balance	It was agreed that a key factor for low motivation, commitment and job satisfaction in the firm is the absence of work life Balance. The focus group members were of the opinion that a lot of lawyers are eager to leave the firm as the nature of the firm's work did not allow for people to maintain a balanced life outside the office. There are extended work hours, and most have to attend to work during the weekend. Participants agreed that the absence of work-life balance demotivates a lot of the lawyers and encourages lawyers to consider other employment. It was thus decided that activities that will assist the lawyers to attain work-life balance will significantly improve motivation, commitment, job satisfaction and will reduce intention to leave the firm.	<p><i>'We have no closing time in Olaniwun Ajayi.'</i></p> <p><i>'I don't have a life outside of this job, it is unbelievable, and I still feel I am not doing enough, I don't get it.'</i></p> <p><i>'While we like the nature of work and are excited about working in such a high-pressured environment, with time the excitement wanes, and we begin to ask if this is the best use of our lives'</i></p> <p><i>'I am always in the office at weekends. My Parents are beginning to hate this job.'</i></p>
2.	Mentoring, Training and Counselling	Members of the focus group also identified as a significant demotivating factor the feeling that lawyers in the firm are on their own and swim or sink	<i>'Can you imagine I am expected to think and write like someone who has been doing this work forever without</i>

		<p>alone. They recognised the absence of a system that puts the lawyers through the system and supports them in their work as a key reason for demotivation and absence of job satisfaction. They highlighted the need for a mentoring, guidance and counselling structure that assists the lawyers in settling down to their work and handholding them through the period of their stay in the office. The absence of an explicit training and development system was also identified as a problem</p>	<p><i>showing me how to do it. How do I survive?</i></p> <p><i>'We don't get help to develop us.'</i></p> <p><i>'Other leading firms send their lawyers for training, but we don't, why?'</i></p> <p><i>If the senior can spend time sharing experience with us, it will be great</i></p>
3.	Feedback and appraisal system	<p>The participants reported that appraisal season was one of the demotivating periods in the firm. The appraisals held once a year usually ended in making most lawyers unhappy. This is because the basis for the evaluations is not clear to lawyers and the results often not encouraging to the lawyers. This leaves the lawyers who believed that they had given their best in the course of the year demotivated and thinking of leaving the firm.</p>	<p><i>'Waiting until mid-year and end of the year to get feedback is demoralising.'</i></p> <p><i>'I always dread the end of the year which ordinarily should be the best time of the year because of the end of year appraisals'</i></p> <p><i>I get praised during the year for the work I do and then at the end of</i></p>

			<i>the year I get a lousy appraisal.</i>
4.	Relationships within the firm	It was also strongly observed that relationship between the younger lawyers and the mid-level lawyers was not very cordial. The younger lawyers regarded the mid-level lawyers as being high handed, uncooperative and not patient to help. The mid-level lawyers saw the younger lawyers as lazy, spoilt, too needy and not disciplined	<p><i>'My first few days on the job was made miserable by my immediate Seniors'</i></p> <p><i>'The seniors think they are superior to us.'</i></p> <p><i>'Talking to and getting help from seniors in the firm is always a problem.'</i></p> <p><i>'The firm says all the right things about us being a team, but I don't feel that way with my supervisors'</i></p>
5.	Clear Career Progression	It was also identified as a significant theme requiring attention the absence of a clear career progression. While some people have been made partners, it is however not clear to lawyers how long it takes to become partners and what is required to be eligible for consideration.	<p><i>'There is 'go slow' (Nigerian expression for traffic jam) on the partnership track.'</i></p> <p><i>'One reason people leave is to become a partner in other firms'</i></p> <p><i>'I don't know what it will take to become a partner.'</i></p>

6.	Communication	The focus group also identified communication as a significant challenge in the firm with management not carrying the generality of lawyers along on direction of the firm and critical decision. This leads to a culture of suspicion, lack of trust and division.	<i>'The management "is a secret cult."</i> <i>We cannot be committed to what we are not aware of"</i>

4.5.10 Reflection, Learning and Application to Theory

A critical observation from the focus group is the absence of a coordinated internal marketing effort in the firm. Also, key is the fact that the members of the focus group did not appear as being committed to the firm and did not possess job satisfaction. While the members of the focus group did not indicate an intention to leave the firm they, however, spoke generously about concerns that people currently have with the firm, which is strong enough to make them want to leave the firm. A lot of the issues that were enumerated as having an impact on the levels of motivation, commitment and job satisfaction are matters that can be dealt with through implementing an internal marketing framework. The discussions from the action research appear to validate the findings of the survey that internal marketing activities in a firm will have a positive impact on motivation, commitment and job satisfaction. While the quantitative survey did not indicate this the discussions of the focus group indicates that improved motivation, commitment and job satisfaction from increased internal marketing activities may reduce intention of lawyers to leave the firm.

The six broad themes enumerated above revolve around the need for the firm and the lawyers in the firm to work at respecting and valuing the lawyers. This ties with the central theme of internal marketing, which originally arose from the need to view employees as customers. According to Berry (1981), Internal Marketing is regarding employees as internal customers. The demand for value and respect validates the need to view the employees as internal customers requiring the deployment of internal products in the satisfaction of the needs and wants of these internal customers while addressing the objectives of the organisation

(Berry, 1981). According to Sasser & Arbeit (1979), the employee is the most important market for a service company and argues for jobs to be viewed as products and employees as customers requiring the same level of care that would have been given to purchasers of a company's services. George (1977) viewed internal marketing from the perspective that an organisation is required to have satisfied employees to have satisfied customers (George, 1977). Internal marketing has also been said to be central to motivation and client satisfaction. According to Grönroos (1985), internal marketing is influencing an organisation's internal market of employees efficiently and thereby motivating them to customer consciousness, market orientation and sales mindedness through a marketing-like internal approach and by applying marketing like activities internally' (Grönroos, 1985). Joseph defines internal marketing thus *"the application of marketing, human resources management and allied theories, technologies and principles to motivate mobilise, co-opt and manage employees at all levels of the organisation to improve the way they serve external customers continuously and each other* (Joseph, 1996, p. 55). Quester & Kelly (1999) viewed internal marketing as an approach to promoting the requirement for market orientation or the concept of service to external customers among the employees of an organisation.

4.5.11 Evolving Internal Marketing Activities and Actions for Intervention

Following the identification of the areas requiring intervention above the focus group members agreed to outline specific actions that will deal with the issues identified. It was agreed that identified actions must lead to motivating staff members and increasing commitment, job satisfaction and thereby reducing intention to leave the firm. To evolve actions for dealing with the identified issues the focus group was divided into three groups with each assigned two of the themes identified in paragraph 4.5.9 above. It was agreed that each of the group would meet at its convenience with me attending all the three group sessions. The result of the three groups was then to be presented at a plenary of the focus group at which the best ideas will be agreed upon recommended to the firm for implementation as part of the action research.

As discussed in Chapter Two Rundle-Thiele (2015) drawing from a review of 20 different internal marketing scales in literature identified three categories of activities as internal market activities namely, internal communication activities, training activities and internal market research activities. Internal communication activities are promotional activities directed at employees (Rundle-Thiele, 2015) while training activities are activities aimed at

improving the standards of employees, incentivising them and retaining them. The final category, internal market research are activities aimed at getting organisations to become aware of different needs of employees.

The actions proposed by the group can be categorised under these three categories as follows:

Table 4.38 Categorisation of Proposed Actions

Internal Communication	Training	Internal Market Research
<ul style="list-style-type: none"> • Actions aimed at improving relationships within the firm 	<ul style="list-style-type: none"> • Actions aimed at mentoring, counselling and training 	<ul style="list-style-type: none"> • Actions were taken to Improve Work-Life Balance of lawyers
<ul style="list-style-type: none"> • Actions aimed at improving appraisal and feedback 		
<ul style="list-style-type: none"> • Actions clarifying progression within the firm 		
<ul style="list-style-type: none"> • Improving Communication within the firm 		

Thus, the actions proposed by the focus group fall under the categorisations of actions that have been regarded as internal marketing activities.

4.5.12 Action aimed at addressing Work-Life Balance

The first action relates to immediately improving work-life balance. This was the most contentious of the issues and the most difficulty in evolving actions. The discussions commenced with most members of the focus group stating that there could be no action to resolve this issue as it was considered a fundamental cultural problem. A very vocal member of the team noted that the firm is known for its late hours and very busy work life and there was no way this could change. Some other members of the group also joined in opposing an action for this issue as in their view it will be a waste of effort, as it will not work. Some retorted that such thinking is part of the problem of the firm and if the firm is not willing to change it will keep having challenges with retaining people. After much debate, it was agreed that

possible actions are identified, and an attempt be made at implementing them. To this end, it was proposed that the firm immediately introduce a definite closing time, which must in the first instance be monitored and enforced. This action was vigorously opposed by a number of the members of the focus group on account of the fact the firm as a matter of policy does not include closing time in its employment letter, and as such, it was far-fetched to attempt the introduction of closing time. In addition, it was argued that the introduction of a closing time would have a significant impact on work culture with lawyers leaving well ahead of the conclusion of their work for the day thus resulting in quality issues on the work. Others, however, countered that early closure is not necessarily indicative of shutting down of the office as people who have unfinished business will continue to work. The introduction of a closing time will result in addition to ensuring smart working cause people to leave without guilt on days they do not have much to do. Everyone recognised the benefit of having a closing time and the psychological impact in trying to establish work-life balance, and the group agreed to introduce this as an action albeit working with one practice group in the firm in the first instance.

In addition, the lawyers indicated that the firm should immediately design and introduce a model for allowing lawyers to have the option of taking time off to deal with pressing personal issues. This should be coupled with a clear working from home policy that enables lawyers to keep working without necessarily having to come to the office to be able to deal with pressing personal issues. This was resisted by some senior members of the focus group who felt this was amenable to being abused as there was no way of monitoring people working from home. It was further argued that lawyers who have no pressing reasons for working from home would also take the option. In opposition people who were for the idea explained that the critical expectation of a lawyer is a professional delivery of service and it is not a time-based work. As professionals, it should be expected that they would deliver their work professionally and on time. After much debate, it was agreed that as a way of ensuring the system is not abused, there would be a maximum amount of days that could be taken off in this manner. Also, an option of flexible resumption should be introduced subject to lawyers meeting a minimum number of work hours a day. It was emphasised that these actions would go a long way to improve job satisfaction especially considering the difficulties of living in Lagos. Where the firm recognises the challenges of life outside of the office and makes allowance for dealing with those challenges this action will motivate the lawyers considerably in addition to creating improved job satisfaction.

4.5.13 Actions aimed at Mentoring, Training and Counselling

The focus group also agreed that there was the need to immediately formalise on-going counselling and mentorship program, which will take an interest in individuals and work with them to grow in the firm and directly assisting them at developing into seasoned professionals. Members of the focus group were unanimous on this action. However, members debated how the mentorship program should be structured. While some favoured it being limited to line partners of lawyers taking on the mentoring some preferred a situation where lawyers were free to select the partners to provide the mentoring. It was finally agreed that it would be easier to manage if line partners took on the mentoring role and were directly responsible for mentoring members of their practice groups. Mentoring and counselling it was identified by the focus group will improve the sense of self-worth of lawyers as it signals to the lawyers a sense of importance for senior lawyers to take out time and spend time in seeking to improve them.

It was also agreed that the management should formalise the training program in the firm. This however generated some arguments as to what the action should be. While some of the members of the focus group recognised the value of internal training, some argued that that should not be seen as an action point as the action point should be limited only to formal external training. Some argued that internal training is already being offered on the job and as such is not a new matter that could lead to further motivating lawyers. Some retorted that internal training should be seen as valuable and action should be taken to formalise this. After much debate, it was agreed the action item should be limited to external training as the firm currently has a poor record concerning sending lawyers on external training. While the value of internal training and the need to see every work opportunity between seniors and juniors as a training session focus group, the group identified as a particular action item the need to take more steps towards external training.

4.5.14 Actions aimed at Improving at Improving Relationships within the Firm

The focus group decided on the need to introduce specific events and forum to improve intra-personal relationship especially between the associates and the senior associates. It was suggested that at least once a month at the general office meetings, which hold every Friday, should be turned into a relationship-building event. It is believed this action will also deal with issues around perceived discrimination in the firm.

4.5.15 Action aimed at Improving the Appraisals and Feedback System

Agreeing to an action on the appraisal and feedback system in the firm was also another contentious process. A minority group were of the firm view that the appraisal system was something that employees could not influence or comment on, as it was the firm's prerogative on how to access and appraise its employees. The majority, however, disagreed and maintained to the extent that the appraisal process had an impact on the lawyers' career in the firm if it is not working the lawyers had a right to influence the process. The debate was quite intense as the minority group were of the firm view that recommending action in this regard was a waste of time as it had significant managerial implications. After a vigorous debate, the focus group decided it would be very challenging to change the appraisal system of the firm. It was however decided that we could introduce a feedback system that deals with some of the concerns raised during the discussions with the focus group. This feedback system will ensure there is documented feedback after every transaction or assignment to assist the lawyers in tracking their progress before the next appraisal is held. It was decided that a Transaction or Assignment Feedback form would be designed to enable supervisors to give feedback on the performance of lawyers after each assignment.

4.5.16 Actions aimed at Clarifying Progression

The focus group also mentioned that the firm should publish the number of steps and years it will take to make the partnership. Also, every year as part of the evaluation process each lawyer should be informed of how they are performing concerning the partnership progression ladder. This was unanimously agreed as an action point.

4.5.17 Actions aimed at Improving Communication

The following activities were unanimously agreed as actions to be taken to improve communication in the firm. First, at least one Friday meeting in a quarter should be designated as a village meeting to get feedback on matters affecting the lawyers. It should also be used as a forum for the management to communicate key and pressing issues about the firm's operation and strategy and obtain input and feedback on those plans.

It was also agreed that working with the information technology team, an intranet would be deployed with a specific portal for the management to post management information that affects the lawyers. It was also agreed that the intranet would have an opening for lawyers to

provide regular feedback and comments on pressing issues. It was also suggested that a newsletter is introduced for the firm.

Table 4.39 Agreed Actions

Themes	Actions Agreed to be Implemented
Work-Life Balance	Introduction of mandatory closing time of 7:00 pm for Enterprise Practice Group.
	System allowing members of the Enterprise Practice Group to take up to four days a month off to attend to personal matters if necessary.
	Relaxation of Resumption Time for members of the Enterprise Practice Group based on the understanding that lawyers were matured enough to determine the time they needed to get to work to ensure their workload was adequately and promptly attended to
Relationship	End of the Month Get together
	Meeting with Senior Associates to discuss ways of improving relationships within the firm.
Appraisals	Transaction Appraisal Form
Progression	COO published the Progression Ladder and Competency framework
	Managing Partner Session on Progression
Counselling	All senior associates in the Enterprise Practice Group were assigned associates for mentoring.
	The Partner in charge of the group sent out an email indicating that he was available for work counselling and specifically fixed Friday mornings as a day for having chats on work matters and other general matter
Communication	Village Meeting
	Bimonthly Email Update from COO on Key developments in the firm.

4.5.18 Implementing the Actions

In implementing the action, it was decided by the focus group that a two-way approach should be adopted. The first approach should apply to matters that should involve only to a

practice group within the firm and second approach should apply to actions which should be implemented firm-wide. Considering the limited timing for the action research and the need to report on the outcome of the action research it was thought that some actions could only be implemented and evaluated easily if applied only to a practice group. A practice group is a specialist group within the firm focused on providing a particular service type to clients. It was decided that actions relating to Work-Life Balance, Mentoring, Training & Counselling and Appraisal and Feedback System should be applied for the action research only within a practice group while the other three actions Improving Relationships, Clarifying Progression and Improving Communications were thought easier to introduce on a firm-wide basis. In communicating the decision about the various actions and in implementing the action, the firm maintained that the measures were being taken to improve the conditions of lawyers in the firm. No mention was made that it was tied to the action research I was conducting. A short report was prepared and shared with the management team of the firm based on the findings of the focus group, setting out the recommendations of the group. It was recommended that the planned actions be implemented for three months in the first instance. The report outlined the activities that will be taken in the period under the six critical areas outlined above and also indicated specific resources that will be required in the firm in implementing each of the action and what it will cost the firm. The support of the management team was solicited, and it was requested that specific measures would be required of individual members of the management. The Managing Partner communicated on behalf of the management consenting to the implementation of the planned action and promising to give all support that will be required in implementing the various actions. Concerning the activities to be applied to a practice group, the management selected the Enterprise Group of the firm. This group was selected as it had dealings with all the other groups in the firm.

4.5.19 Actions aimed at Clarifying Progression

The first action taken was to publish the progression ladder outlining the journey from the youngest lawyer through to partnership. This was done by way of email addressed to all lawyers in the firm. The Chief Operating Officer was designated to do this, and in his cover email, he reaffirmed the firm's commitment to the growth of each lawyer in the firm. The competency framework for each cadre was also sent in the same email. The competency framework is a document indicating what a lawyer needed to do to earn progression to the next level. At the Friday Meeting (a meeting of all lawyers in the firm held every Friday to discuss all legal work and issues that required attention in the following week) the Managing Partner

addressed the lawyers and took questions lawyers had on the progression document. He also informed the lawyers that during the annual evaluation process each lawyer would be informed of how he or she is performing concerning the partnership progression ladder. The fact that three senior associates were recently elevated to the partnership was mentioned as illustrative of the firm's commitment to progressing lawyers through the ladder. Each practice partner also held a session with the lawyers in their respective practice groups to explain the progression ladder and take any questions on areas that were not clear.

4.5.20 Actions aimed at Improving Relationships within the firm

A meeting was held coordinated by the Managing Partner with all the senior associates in the firm. The meeting was held to seek the cooperation of the senior associates in ensuring the younger lawyers had a better experience in the firm. No direct accusations or complaint were made, but a general message on the need to build the future of the firm was passed across. At the meeting, one of the senior associates was selected as the relationship officer charged with planning a social event for the last Friday of the month. Two of the social events held before this report.

4.5.21 Actions aimed at Addressing Work-Life Balance

It was decided that the Enterprise Practice Group would for three months observe a closing time of 7:00 pm. The Head of Department was given the mandate to ensure lawyers closed at 7:00 pm in the period. In the period lawyers were permitted at most four days of working from home in a month if the exigencies of life prevented them from coming to the office. Lawyers just needed to send an email intimating the Head of Department of the decision to work from home. In the period the resumption time was relaxed on account of lawyers being personally responsible for getting work done.

4.5.22 Actions aimed at Mentoring, Training and Counselling

All the senior associates in the Enterprise Practice Group were assigned associates who they were responsible for mentoring. The Partner in charge of the group sent out an email indicating that he was available for work counselling and specifically fixed Friday mornings as a day for having chats on work matters and other general matters.

4.5.23 Actions aimed at Improving the Appraisal and Feedback System

For each transaction, a Partner or Supervisor Feedback form was introduced to provide feedback on performance on each project and assignment immediately. The senior providing the feedback was obliged to set aside at least one hour to discuss the feedback with the lawyer.

4.5.24 Actions aimed at Improving Communication

A general village meeting was held where the Managing Partner addressed all the lawyers in the firm reiterating the vision of the firm and the current strategic direction of the firm. He emphasised the importance of every lawyer to the success of the firm and encouraged everyone to approach the management of the firm with any ideas they may have about improving the firm and the conditions of lawyers in the firm. He then called for questions and comments from lawyers. The meeting lasted for four hours, and there were open interactions and discussions between the management and the lawyers.

Following this meeting, an email was sent out by the Chief Operating Officer informing the lawyers of the fact that every other month the management will send out an email advising the firm of actions that the management intends to carry out, so as to carry the generality of the firm along. He also informed the firm of the plan to have an intranet with a specific portal for the management to post management information that affects the lawyers. The email also encouraged lawyers to send email to him with feedback and comments on pressing issues. The Chief Operating Officer is not a lawyer or a partner in the firm. It is expected that he can adequately play the role of a bridge between the lawyers and the partners.

4.5.25 Review and Results

These actions were implemented over a period of three months. At the end of the period, the original focus group met to review the impact of the various actions on the lawyers in the firm. The review was done to determine the effect if any of the activities held on the motivation, job commitment and job satisfaction of lawyers and changes if any that had occurred in the period. The review also considered the impact on turnover intention in the period.

4.5.26 Work-Life Balance

While it was announced that members of the Enterprise Group are to have a fixed closing time of 7:00 pm this only happened in the first week of the process. Constant reminders that people should close at 7:00 pm did not appear to improve the process as most members of

the group kept working late hours and will rather stay back at work to get work done rather than take it home. One member of the group declared *'it just appeared strange to be leaving work at that time'*. Another remarked that *'I felt unproductive while other groups were still busy with work'*. Though most members of the group believed the actions were capable of improving job satisfaction and commitment it was however considered difficult to switch into the mode of late resumption, early closure and working from home. A member said *'We sure need our lives back and closing on time is the first step, but it is not the culture of the firm, and I am not the first that will break the culture'*. Discussing this development the focus group was of the opinion that the time limited for the action research was too limited to begin to see any changes. Secondly, the participants were of the view that there was a strong cultural issue with working late that affected the members of the Enterprise Group. They could not be closing late while other members of the firm were working as usual. The group stated that from feedback lawyers in the Enterprise group felt it will affect their annual evaluation if they were seen as a group where people close early. It was thus agreed that there was a need to amend the act. A firm-wide deployment was agreed as a possible measure to improve work-life balance as a selective deployment did not work.

4.5.27 Progression

The actions taken to clarify progression were viewed as having a positive impact on the lawyers in the firm. A lawyer said, *'knowing that there is a progression plan changed my view of the firm and created in me a desire to give my best to my work'*. Another said, *'I had always been under the impression that only a select few could make it in the firm the last few days have changed my perception'*. One of the young lawyers said that *'I am aiming at attaining partnership it in record time'*. Another said the Managing Partner's explanation of the firm progression ladder and the vision of the firm to be the dominant firm in the Country has created in him a greater resolve to stay with the firm and grow with the firm. The focus group agreed that the attempts at clarifying progression in the last three months has improved the morale of lawyers and made them more motivated to work.

4.5.28 Improving Relationships within the Firm

It was also the consensus of the focus group participants that the actions introduced aimed at improving relationships between lawyers and senior lawyers has led to a lot of positive feelings in the firm. One of the young lawyers remarked *'In the last couple of months I have felt respected'*. Another said, *'I think we are more of a team now and I have found it easier*

communicating with my seniors.' Another young lawyer observed that *'There is less tension in the firm and I can truly say we are more of a family'*. The focus group observed that the actions taken in the last three months to improve relationships have led to positive improvements in the firm with more of the younger lawyers finding the firm a more positive place to work.

4.5.29 Counselling

The feedback on the actions relating to counselling was also positive. A lot of the young lawyers commended the introduction of a formal mentoring scheme. One said *'My mentor has been great'*. Another remarked *'I feel good knowing I can discuss issues with someone who has been, therefore'*. It was the common observation of the focus group that the counselling scheme did go a long way to improve the feelings of young lawyers about the firm and about seniors in the firm.

4.5.30 Transaction Feedback

Within the period the only action that could be introduced was the Transaction Feedback Scheme. The focus group participants were of the view that based on feedback from colleagues the scheme was viewed positively by lawyers. According to one lawyer, *'The feedback process has been very eye-opening'*. Another said *though initially difficult to be told what I had done wrong but soon I started looking forward to the feedbacks. It has been an immense source of improvement'*. Some, however, had some challenges with the scheme as observed by one lawyer *'Not sure this is working for me. I am not sure my supervisor's comments are truly representative of my effort.'* Overall the focus group participants felt the feedback scheme created positive feelings amongst lawyers.

4.5.31 Communication

The group members all agreed that the Village Meeting with the Managing Partner was very effective as it gave lawyers the opportunity to open up to the management. However, the general feedback was one of pessimism as it was the view of the lawyers that one meeting followed by an email from the COO does not solve the problem. Following the first email from the COO, no additional email has gone out since the action was initiated.

Focus group participants agreed that the communication steps have not been as productive as expected. It was suggested that the COO should keep the promise to provide regular updates. Also, the intranet that was planned should be deployed as quickly as possible.

Table 4.40 Initial Results of Actions Implemented

Areas Identified	Actions Implemented	Results
Work-Life Balance	Introduction of mandatory closing time of 7:00 pm for Enterprise Practice Group.	This was not successful as the members of the group kept working late. It was agreed that this is deployed on a firm-wide basis as it may be more effective when it is deployed firm-wide.
	System allowing members of the Enterprise Practice Group to take up to four days a month off to attend to personal matters if necessary.	Members of the group did not avail themselves of the opportunity while the intervention lasted. It was agreed that this is deployed on a firm-wide basis as it may be more effective when it is deployed firm-wide.
	Relaxation of Resumption Time for members of the Enterprise Practice Group based on the understanding that lawyers were matured enough to determine the time they needed to get to work to ensure their workload was adequately and promptly attended to	A few adopted the option, but it did not become generally adopted. It was agreed that this is deployed on a firm-wide basis as it may be more effective when it is deployed firm-wide.
Relationship	End of the Month Get together	The focus group observed that the actions taken in the last three months to improve relationships have led to positive improvements in the firm with more of the younger lawyers finding the firm a more positive place to work. This has led to improved attitude to work.
	Meeting with Senior Associates to discuss ways of improving relationships within the firm.	

Appraisals	Transaction Appraisal Form	Overall the focus group participants felt the feedback scheme created positive feelings amongst lawyers and improved attitude to work.
Progression	COO published the Progression Ladder and Competency framework	This was viewed positively, and it had an immediate impact on morale and thus improving attitude to work and view of the firm.
	Managing Partner Session on Progression	
Counselling	All senior associates in the Enterprise Practice Group were assigned associates for mentoring.	It was the common observation of the focus group that the counselling scheme did go a long way to improve the feelings of young lawyers about the firm and about seniors in the firm.
	The Partner in charge of the group sent out an email indicating that he was available for work counselling and specifically fixed Friday mornings as a day for having chats on work matters and other general matter.	
Communication	Village Meeting	The general feedback was one of pessimism as it was the view of the lawyers that one meeting followed by an email from the COO does not solve the problem. Following the first email from the COO, no additional email has gone out since the action was initiated.
	Bimonthly Email Update from COO on Key developments in the firm.	

4.5.32 Internal Marketing

From general comments and feedback lawyers viewed the actions taken in the last two months positively. The fact that the management was seen as trying to improve the conditions of lawyers was particularly delighting to most of the lawyers. One lawyer in response to how he felt about the new actions said *'The firm now cares about the juniors'*. Another senior lawyer

said *'This is good and if it is indicative of what lies ahead then something good is happening we, however, need more money'*. Another lawyer remarked *'I have felt important in the last two months, with my seniors treating me better and my Partner giving me more attention'*. The focus group agreed that from the feedback from the lawyers the actions made the lawyers feel important and attention was paid to them by management thereby leading to improved positive feelings about the firm.

4.5.33 Impact on Turnover Intention

It is, however, doubtful if the actions directly led to any change in turnover intention. A number of comments made by the lawyers lead to this conclusion

'All these are good but what we want is more money'.

'What will keep me here for the long run is if the pay is good'.

'We need to improve our salaries and benefits package.'

'I am a young married man I have a family to care for, what I want is pay. If you pay me well I don't mind closing very late.'

The focus group agreed that remuneration is a key factor in reducing turnover intention.

4.5.34 Reflections

From the foregoing, it was established that attempts at improving relationships, clarifying progression, establishing a mentoring scheme created positive feelings about the firm in lawyers. Attempts at improving the working conditions of lawyers and focus on lawyers by the management created positive feelings in the lawyers, which improved motivation, work commitment and job satisfaction. Taking steps to improve the conditions of lawyers were viewed positively and generally improved motivation and job satisfaction. However, all these attempts were not sufficient in reducing turnover intention. A key to reducing turnover intention is a feeling of satisfaction with the level of remuneration.

4.5.35 Further Actions

Based on the review and the results there is need to take more steps to improve the work-life balance of lawyers in the firm. It was agreed by the focus group that the actions agreed should be deployed on a firm-wide basis with a reward mechanism introduced to reward efficient working and not necessarily late-night working. The focus group also agreed that action needed to be taken in relation to remuneration. The firm should take steps to review the

remuneration package of lawyers in the firm and seek ways of improving it. Finally, the actions agreed in relation to improving internal communication all have to be fully implemented.

4.5.36 Knowledge Produced and Extrapolation

The action research confirms earlier literature on the impact of internal marketing on motivation, commitment and job satisfaction. While the outcome and the action are directly related to my law firm its principles as it relates to impact on turnover intention can be generalised to other firms and organisations.

4.6 Summary of Findings

From the result of the survey, it was discovered that internal marketing practices in Nigerian law firms are positively associated with motivation, commitment and job satisfaction. The action research also showed that higher levels of motivation and commitment lead to higher job satisfaction amongst lawyers in Nigerian law firms. The survey also confirmed earlier research that a positive correlation exists between job satisfaction and improved service quality and improved client satisfaction. However, the survey did not confirm that higher levels of job satisfaction, improved quality service and higher customer satisfaction would result in a lower propensity of lawyers in Nigerian firms to leave their firms.

While the action research confirmed through collection and analysis of quantitative data earlier findings from the literature of the influence of internal marketing on job satisfaction through increased motivation and organisational commitment the action research could not confirm the impact of increased job satisfaction on turnover intention amongst Nigerian lawyers.

The collection of qualitative data confirmed the role of internal marketing practices in increasing motivation, commitment and job satisfaction in employees and confirmed the applicability of these prior theories to lawyers in leading firms in Nigeria. Actions were taken to reduce turnover intention, and it became clear that while job satisfaction can improve service quality and customer satisfaction it may not lead to a reduction of turnover intention as the possibility of better remuneration could keep otherwise satisfied employees entertaining thoughts of leaving.

CHAPTER FIVE

CONCLUSIONS AND IMPLICATIONS FOR BUSINESS PRACTITIONERS

5.1 Introduction

This chapter aims to summarise the key findings of this study outlining the relationship between existing works and new findings emanating from the action research conducted. The chapter will outline the key implications for business practitioners especially for managers of law firms in emerging markets such as Nigeria. The chapter will also outline the contribution the study has made to management knowledge.

5.2 Thesis Overview

This action research was motivated by the central need of finding ways of reducing employee turnover in leading law firms in Nigeria through the reduction of turnover intention. Kessler (2014) while investigating the effect of job satisfaction on turnover intention of IT employees had recommended for future study the impact of internal marketing as a possible moderating variable on turnover intention. This call for further research follows earlier recognition of the moderating influence on turnover of internal marketing as it has been asserted that marketing tools utilised in attracting customers can also be used to attract and retain the employees who can be viewed as internal customers (Berry, 1981). Internal marketing has also been directly advocated as an answer to turnover in public accounting firms (Taylor and Consenza, 1998). Chen et al. (2006) found a significant correlation between internal marketing activities and turnover intention of medical personnel. Chang and Chang's (2007) study of medical centres in Southern Taiwan found that internal marketing had positive effects on job satisfaction and organisational commitment. In a study of Indian call centre industry, Budhwar et al. (2007) recommended the application of internal marketing concepts for the reduction of turnover in the industry. Chang & Chang's (2008) research into the turnover intention of employees in the leisure and tourism industry found a significant negative correlation between internal marketing and turnover intention. The need to retain lawyers has increasingly become a major factor for Nigerian law firms. While aiming to emulate international partnerships size has become a major index and factor of success (Galanter & Henderson, 2008, Galanter & Palay, 1999, Galanter & Roberts, 1990) for the leading Nigerian law firms thereby increasing the pressure to retain their lawyers for longer. The effect of knowledge loss on law firms (Daghfous et al., 2013) arising from employee turnover also makes the need to retain employees a major factor for the firms as knowledge is the most valuable resource for organisations (Grant, 1996, Zack, 1999). The short supply of experienced and knowledgeable lawyers in a market that has become increasingly more sophisticated further put pressure on Nigerian firms to retain their lawyers. Every employee that voluntarily

leaves the organisation takes with it valuable knowledge (Authur & Rousseau, 1996, Armstrong, 2009) and strengthens the firm's competition (Hana & Lucie, 2011). A number of studies have confirmed the negative impacts of knowledge loss to organisations including declining organisational productivity and output, lost organisational memory, increased human resource cost and damage to employee morale and motivation (Osterman, 1987, Droege & Hoobler, 2003, Massingham, 2008). All these have made it more imperative for Nigerian firms to retain their lawyers for competitive advantage. Considering the work on the impact of internal marketing on turnover and turnover intention and Kessler's call for further investigation, it was considered an important opportunity to investigate the effect of internal marketing on the turnover intention of lawyers in Nigerian law firm. There has been no record of the previous investigation into the subject of turnover of Nigerian lawyers and it was considered a good opportunity to scientifically pay attention to voluntary turnover in Nigerian law firms since there is no known literature on the subject. Considering the gap in knowledge about the turnover of lawyers, it was considered that the result of the action research would go a long way to provide inputs into a strategy for retaining lawyers by law firms operating in Nigeria. The action research was also considered as an opportunity for adding new knowledge and providing immediate direction for the law firms in Nigeria to practically and immediately deal with the high turnover concerns they may be faced with.

Two research objectives were thus formulated. The research was aimed at determining:

- a. the impact if any of internal marketing activities on job satisfaction of the lawyers in leading commercial law firms in Nigeria; and,
- b. Identify associations between job satisfaction and turnover intention of lawyers in Nigerian law firms.

In undertaking the research, a model was proposed that internal marketing impacts job satisfaction by influencing employee motivation and commitment and job satisfaction impacts turnover through increasing service quality and customer satisfaction.

5.3 Summary of Main Findings

The action research confirmed earlier studies that internal market had a positive influence on job satisfaction. Early commentators on the subject of internal marketing identified internal marketing activities as leading to job satisfaction (Saser & Arbeit, 1976, 1981; Williams 1977; Berry, 1981, 1987; Tansuhaj et al., 1987; 1988) Grönroos (1990)

supported that organizations could improve the job satisfaction of service contact employees through internal marketing. Other researchers have also confirmed the positive relationship between internal marketing and job satisfaction (McCartney, 2000; Motowidlo, 1984; Nebeker et al., 2001; Pfeffer & Veiga, 1999; Iliopoulos and Priporas, 2011; Ahmed & Al-Borie, 2012; Barzoki & Ghulaji, 2013). This inquiry further validated these earlier views by confirming a positive correlation between internal marketing and job satisfaction among lawyers in leading commercial law firms in Nigeria. Thus the more internal marketing activities a firm engaged in; the more job satisfaction increased among lawyers the lawyers in the firm. Relatedly, drawing from the link between motivation and job satisfaction (Kessler, 2014; Al-Hawary et al., 2013) research also tested the relationship between internal marketing and motivation. The action research found a positive correlation between internal marketing and motivation. Thus internal marketing leads to increased motivation. The action research also confirmed a positive correlation between motivation and job satisfaction. Besides, the action research also tested another antecedent of job satisfaction against internal marketing. The action research tested the relationship between internal marketing and job commitment. Organizational commitment has been found to be positively related to job satisfaction (Tansuhaj et al., 1988). It has also been indicated that internal marketing impacts organisational commitment (Barzoki & Ghulaji, 2013). Hence the action research sought to test the relationship between internal marketing and job commitment. The result of the survey confirmed the relationship as it revealed a positive correlation between internal marketing and job commitment. The action research also established a positive correlation between job commitment and job satisfaction. In conclusion, the action research confirmed among lawyers in Nigeria earlier findings that job satisfaction is significantly impacted by internal marketing. The action research also confirmed this finding as to the lawyers in Olaniwun Ajayi LP confirmed that improved attention to lawyers by the organisation would lead to positive feelings about the job and the firm thus leading to enhanced job satisfaction.

Concerning the impact of job satisfaction on service quality the action research also confirmed a positive relationship. The relationship between internal marketing, job satisfaction and service quality had long been established. Hart et al. (1990) found that high levels of internal service quality lead to improved employee satisfaction, which contributes to higher service quality to external customers. Subsequent researchers have further established the link (Greene, Walls & Schrest, 1994; Homburg, Wieseke & Hoyer 2009; Sousa & Coelho, 2013). Specifically, in the service industry internal marketing has proven very effective at improving

service quality through improving on job satisfaction (George, 1990; Greene et al. 1994; Grönroos, 1990; Rafiq & Ahmed, 2000). Tsai & Tang 2008, Opoku et al. 2009). The action research also sought to determine the relationship if any between job satisfaction and service quality in the law firms surveyed. The result of the action research indicated a positive correlation between job satisfaction and service quality. This means that as the levels of job satisfaction increased the level of service quality in the firms also improves.

In relation to the impact of job satisfaction on customer satisfaction though the prior research was limited, there was however empirical research to indicate some relationship. Gounaris (2008) suggested that internal marketing influences the performance of employees and customer satisfaction through increasing the degree of job satisfaction. Specifically, Kermani (2013) in a study of Iranian workers in the insurance sector found a positive influence of job satisfaction on customer satisfaction. This action research sought to test this assertion amongst lawyers in leading commercial law firms in Nigeria, and the result of the survey shows a positive correlation between job satisfaction amongst lawyers in the leading commercial law firms in Nigeria and customer satisfaction.

The central focus of this action research was the reduction of turnover through reducing turnover intention. Thus, turnover was the key dependent variable for the action research. As outlined above the action research established that the more internal marketing took place, the more motivation, job commitment and job satisfaction that the lawyers surveyed had. The action research also further confirmed a positive correlation between job satisfaction and service quality and customer satisfaction. While the action research showed that internal marketing improves job satisfaction, it was however not clear from the action research that job satisfaction, improved service quality and customer satisfaction will reduce turnover intention.

The Action Research confirmed that focusing on the lawyers as customers or clients improves motivation, work commitment and job satisfaction. The action research, however, could not establish a direct link between internal marketing and reduction of turnover intention. From the action, research remuneration was stated to be a strong factor and no matter the internal marketing activities the possibility of making more money from another firm was a significant factor that kept playing on the minds of the lawyers and maintaining the thought of leaving on the minds of lawyers.

5.4 Contribution to Knowledge

This is the first consideration of the issue of turnover among lawyers in Nigeria. Through this action research, there has been additional knowledge about turnover in Nigeria and specifically for the first time knowledge about turnover among Nigerian lawyers. Also, this action research has contributed knowledge about internal marketing as it relates to Nigeria. Before now there has been no specific consideration of internal marketing in Nigeria. It is also the first consideration of the subject of internal marketing concerning lawyers. Theoretically, the action research has confirmed the impact and influence of internal marketing on motivation, work commitment and job satisfaction. It has also established the positive correlation between motivation, work commitment and job satisfaction. The action research has also confirmed the positive relationship between job satisfaction and client satisfaction and service quality. The action research has shown that other factors may influence turnover intention even when there is high job satisfaction. Specifically, in this regard is the issue of remuneration being a key consideration for Nigerian lawyers. Thus, where their efforts are being made through internal marketing to improve job satisfaction, Nigerian lawyers may still harbour high turnover intention on account of the level of remuneration. The action research has produced practical knowledge that can be applied by firms to improve quality of work and get the client more satisfied. For law firms in Nigeria paying attention to the needs of the lawyers will lead to improved motivation, work commitment and job satisfaction which in turn will enhance the quality of work produced and client satisfaction. Ensuring that lawyers have improved work-life balance, get practical and early feedback on work is done, have cordial relationships with seniors, have access to mentoring and training are some of the practical steps firms can take to improve motivation, work commitment and job satisfaction.

5.5 Implications for Business Practitioners

From the conclusions and contributions to knowledge, there are a number of significant implications that this action research has for business practitioners especially for managers of law firms. First, the action research confirms the value of internal marketing and validates the need for employees to be viewed as customers and for firms to develop a customer orientation concerning employees. From the action research lawyers desired to be considered and treated specially against the background that they could leave the firm at any time to go to other firms who are desirous of their services. To them, the law firms can be considered as purchasers of their services who need to treat them specially to keep them loyal. Businesses need to go beyond making statements that they value their employees to proactively introducing schemes

and processes that make them feel special. It is essential especially from a retention perspective that efforts should not be aimed at remedying exits but be invested in preventing exits, and one of the ways that can be done as this study confirms is to incorporate internal marketing practices into the organisation. This is especially so for services focused businesses where the employees are primarily the products being sold.

As confirmed by this action research internal marketing will lead to increased motivation, work commitment and job satisfaction which are essential qualities required in employees of these types of institutions. It is thus imperative for business practitioners to develop customer orientation in dealing with employees. Related to the above is the strong link between job satisfaction and service quality and customer satisfaction. A lot of attention and investment needs to be made in ensuring job satisfaction, as it is a crucial precursor to improving service quality and consequently customer satisfaction. It is thus vital for businesses to routinely assess job satisfaction and work commitment (Mitchell et al., 2001). This should be made part of the organisational culture and should be done frequently and regularly. The organisation also needs to commit to making changes that arise from the assessment (Mitchell et al., 2001). This should not be an isolated strategy it should form part of the overall business strategy for the organisation considering the impact on service quality and customer satisfaction. As pointed out above internal marketing is an antecedent to job satisfaction. Investing in internal marketing, therefore, is a way of improving service quality and hence customer satisfaction. Businesses thus need to develop clear internal marketing strategies and activities and follow through on these activities as a means of improving quality and customer satisfaction. Specifically, it is also important to pay attention to work-life balance in professional services environment as it affects the quality of performance of employees and may affect the decision to leave or stay in the organisation. Ensuring there is a balance between the requirements of work and the need to attend to family and personal issues has in recent time assumed significant attention. From the result of the action research, an acknowledgement of by the employer is what is most important than even a process to attain it. Also ensuring competitive remuneration is a crucial factor in ensuring that employees do not entertain an intention to quit the organisation. Organisations should thus seek at all times to know that the pay level is competitive as employees are constantly comparing notes and will respond negatively if it is viewed that the pay package is not competitive. Another critical implication for practitioners is the value of maintaining and promoting right relationships in the workplace amongst employees. This is especially so in knowledge environment where everyone has a

very high view of themselves. The right supervisor junior relationship goes a long way to keep employees motivated and committed to the organisation. Thus it is essential for managers to continue facilitating and promoting processes and practices that foster good relationship amongst employees top-down and across the levels. This, therefore, requires managers to be trained on how to relate to employees and how to develop productive relationships with a subordinate. The organisation should also identify and appropriately deal with supervisors who are abusive and do not foster good relationship as the poison the system.

Another key implication of the study is the value of making the progression process clear to employees. Most employees will be motivated to work if they get the sense that there is a clear and tested path to developing careers within the organisation. For business managers, this should go beyond verbal assent or proclamation it should be evident from practices and precedents that are visible to the employees. Another key implication is the need for employers to provide constant and structured feedback to employees. Where feedback is not regular, it leads to disappointments when given at a much later time, and it is not favourable. Also, constant feedback provides room for improvements on the go. A culture which leaves feedback to the end of the year or once a year is not very productive and can lead to disillusionment and a feeling that the organisation does not care for its employees.

5.6 Concluding Remarks

The action research confirmed the relationship between internal marketing and job satisfaction and the resulting impact on service quality and customer satisfaction. Thus, providing a strong indication for business practitioners of the value of internal marketing in creating satisfied employees and improving on service quality with the resultant effect of satisfying customers. The action research, however, failed to establish a positive influence of internal marketing on turnover intention. The action research provided a possible explanation in the form of the impact of the possibility of higher remuneration on the influence of job satisfaction on turnover intention.

CHAPTER SIX
LIMITATIONS AND FUTURE RESEARCH

6.1 Introduction

This chapter aims to summarise the key findings of this study, outlining the relationship between existing works and new findings emanating from the action research conducted. The chapter will describe the key implications for business practitioners especially for managers of law firms in emerging markets such as Nigeria. The chapter will also outline the contribution the study has made to management knowledge.

6.2 Limitations and future research

This action research was limited to only the leading commercial law firms in Nigeria. This accounts for about 10% of the legal market in the country. Thus this may have a potential impact on the conclusions of this action research. While these firms leading firms are the firms in the country that have more than 20 lawyers and are more likely to be concerned with matters of retention and turnover, the result of an investigation of lawyers in these firms may be of limited generalisation. However, in the circumstance, these were considered best suited for this action research because they are the firms that are more concerned with matters relating to employee turnover. Firms that have lesser lawyers are less likely to be concerned with retaining lawyers. It will, however, be useful if future study considers a broader and more diverse investigation about the turnover patterns of lawyers in law firms in Nigeria. Also, the sample size of 142 respondents is also a limitation of this action research. While the email inviting participation in the survey was sent to 394 lawyers, only 142 responded. While several attempts were made to send reminders to participants and to get more participants to respond, the number was not more than 142. This may be due to the attitude of lawyers to online research, which does not directly affect them. However, this limitation does not significantly impact the result of the action research. Also concerning understanding the turnover behaviours in Nigeria, the legal profession may not be very indicative. Specifically, concerning the Action Research, this was limited in time due to the difficulties of the limited time available for this action research. Thus, the cycle of action was limited to one cycle. It will, therefore, be beneficial if the research was widened beyond the leading commercial law firms in Nigeria. Also, the action research raised the possibility of remuneration being an influence on turnover decision even when internal marketing has led to improved motivation, work commitment and job satisfaction. It will thus be useful for further research to test the specific link between remuneration and turnover intention in the fact of improving job satisfaction.

CHAPTER SEVEN

CRITICAL REFLECTION

7.1 Introduction

Following the conclusion of my MBA program, I decided to embark on a doctorate process to deepen my knowledge of businesses with the view to being a position to serve my clients better and also contributing better to the governance of my firm. As one of the senior partners in the firm, I am involved in the day-to-day running of the business of the firm. One key lesson from my MBA program is the realisation that the firm needed to be viewed as a business and not just a profession. Lawyers been members of a distinguished and old professional view their work professionally and neglect the business side of the work. My MBA training changed this perspective and made me begin to see the firm as a business. So, I decided to embark on a doctorate to further consolidate the learning that I had picked up from the MBA program.

My first shock was the difference in approach to the program. The action learning method required an entirely different mindset. Traditionally I had approached work from a read, understand and give back to the lecturer perspective. While this required understanding and appreciating the fact it did not involve the creation of new knowledge, and it was very individual. However, the action learning method was different as I was expected to learn together with colleagues and create knowledge together as we proceeded.

After the conclusion of the coursework, I embarked on the thesis phase with a great deal of enthusiasm as I saw that as the crowning of all my efforts. The first challenge was what to research. It was clear to me I wanted to focus on employee issues. Specifically, at the time turnover was a major concern. As a member of management, we were concerned with the rate at which we were losing lawyers to other firms and other sectors of the economy. Several measures had been taken to reduce the incidence to no avail. Having settled with a focus on the employee, the issue was now what do I research about employees. I considered and investigated employee engagement but came to the conclusion this was not going to provide an excellent basis to view and deal with the problem in my firm. I also considered gender pattern and influence in the turnover of employees. While there appeared to be a strong suggestion of a gender pattern to the turnover issue, it was not conclusive, and I did not think that could serve as a good base for research. I then happened on the article by Kessler (2014). While researching the effect of job satisfaction on turnover intention of IT employees in Israel Kessler found that job satisfaction related negatively to turnover intentions and suggested internal marketing as means of increasing job satisfaction and therefore reducing turnover intention. Kessler thus

called for further research on the impact of internal marketing on turnover intentions. This article struck a strong note with me considering its focus on the effect of internal marketing on turnover intention of employees in the IT sector in Israel. This resonated with me for many reasons. First, it was a combination of marketing a theme, which was the focus of my MBA dissertation and turnover, which was a pressing problem in the firm. Secondly, it was about workers in the services sector which were similar to my firm which was a law firm and thirdly, it was not from the western hemisphere as most articles on turnover dealt with the subject in the west.

7.2 Challenges and Key Learning

This thus started the journey of the work, which I have now produced. A number of challenges were encountered on the journey. First, was finding relevant literature and research dealing with the matters under consideration based in Africa and specifically Nigeria. I realised that very little work had been done on turnover intention in Nigeria and I did not happen upon any academic research work on lawyers and turnover of lawyers. Another challenge was the literature on internal marketing. There were varied approaches and thoughts on the subject, which continued to evolve to date.

The next challenge was evolving a research methodology. In this regard during the coursework, I was much influenced by the interpretive approach to research. The interpretive research adopts a relativistic understanding of the phenomena being studied (Orlikowski and Baroudi, 1991). Interpretive researchers view the search for meaning and understanding as subjective and knowledge as a social construction (Walsham, 1993). Social reality and subjective meanings held by people are examined by interpretive researchers and through this seek to determine and observe what is significant and important to them. In the course of interpretive research, it is not intended to report facts but rather the interpretations of other people's interpretations (Walsham, 1995). With this mindset, it was a difficult task trying to test the impact of internal marketing on lawyers in Nigeria through observing social reality and subjective meanings. I resolved this by adopting an action research method that combined both quantitative and qualitative methods. In this regard, I adopted the sequential integrated method of action research was utilised. The study commenced with collecting data to measure variables and test hypotheses related to the impact of internal marketing on turnover intention of lawyers in leading law firms in Nigeria including the firm where I work. This was followed by the identifying activities that were then deployed in the action research and followed by a review

to determine the effectiveness of the actions taken. Thus, the study deployed both deductive and inductive approaches.

The key challenge with the quantitative part of the research was getting responses to the survey. I was surveying lawyers from nine of the leading law firms in the country. I used Survey Monkey to conduct the survey. Getting the responses to the survey was a major challenge. Since it was unanimous, I could not directly contact respondents to attend to the questionnaire, and I had to rely on the messaging function on Survey Monkey to contact them. This was often very frustrating. I realised that attempting to survey nine leading law firms was quite ambitious and next time may consider restructuring the research to deal with a more manageable population.

A very important part of my research was the group interview stage, which assisted greatly in understanding my firm. This stage and the outcome of the research was produced significant insight into my firm and likely causes of turnover in the firm. The action research and the process of implementing the agreed action though very demanding were very insightful as to how action research is conducted. It made me realise that action research as a research method was quite demanding but very insightful.

It opened my eyes to the soul of my organisation. I discovered how the lawyers viewed the organisation and its management. It also opened my eyes to how the management reacted to change. Overall, it made me realise the challenges of implementing change. Finally, the research made me see the utility of action research as a management tool for implementing change.

Getting the lawyers focused on the process was a challenge. Though I was relatively senior in the organisation, it was still a challenge getting the lawyers to focus on what needed to be done as they often complained that it clashed with the work requirement. Managing these conflicts was a major part of the research process.

In terms of what I will do differently, I believe I was too ambitious in combining so many variables into my research. This made it more challenging and daunting. I would have tested for internal marketing its impact on job satisfaction and turnover. The introduction of

motivation, commitment, service quality and customer satisfaction though improving the quality and breadth of the research imposed a lot more toll on me.

7.3 Impact on My Organization

However, the research has had a significant impact on my organisation. First, it has created in management the need to conduct employee surveys with the view to getting feedback. Secondly, it has made my organisation realise the fact that the importance and centrality of lawyers in the delivery of the legal service the firm delivers. The ability of the firm to deliver qualitative service is dependent fully on the satisfaction of the lawyers in the firm. The firm has also learnt that little changes can have a considerable positive impact on the behaviour of lawyers. The actions that were implemented generally improved the attitude of lawyers in the firm and this produced a positive result. Overall, the management of the firm was glad that the action research was conducted as it provided a manual for increasing the job satisfaction of lawyers and thus reducing turnover intention.

7.4 Skills Acquired

The process of the thesis has led to me acquiring some essential skills that will be useful for me in my role as a scholar-practitioner. First is the quantitative survey, which introduced me to a whole new world of statistical research. I acquired skills in undertaking surveys, gathering the results and processing the results. I also acquired skills in analysing qualitative data, which initially proved challenging but with time became easier. Listening and picking key themes out of discussions was also a great skill acquired. Questioning skills to be able to elicit key information was also a key skill acquired. The whole process has also lead to an improvement in my writing skills.

7.5 Impact on me as Scholar-Practitioner

As a person, the whole process has created a professional researcher. As a lawyer, research has always been a part of my day-to-day work. However, the study has produced in me a more objective approach to research as opposed to the academic procedure I had as a professional. I now look at knowledge from a practical applied perspective and not just from a detached academic perspective.

Also, I have a different approach to solving management issues in the office. I now demand an empirical investigation of problems before evolving solution. I also now forcefully require a well-researched and tested method to problem-solving.

7.6 Conclusion

In summary, the exercise has made me a full rounded, and I am glad for the contribution I have made to the management of law firms in Nigeria. It has thought me the discipline of management research while improving my approach to dealing with management matters in my firm.

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APPENDIX ONE

SURVEY QUESTIONNAIRE

In answering the following questions, please focus on your firm and please indicate your level of agreement or disagreement with the following statements.

Internal Marketing Orientation							
In answering the following questions, please focus on your firm and please indicate your level of agreement or disagreement with the following statements.							
	Strongly Disagree				Strongly Agree		
	1	2	3	4	5	6	7
In this firm attempts is made to find out what lawyers want from the firm.							
When lawyers are acting differently at work, it is normal for representatives of the firm to try to find out if there is a problem, which is causing a change in behaviour.							
In this firm attempts is made to try to find out lawyers' real feelings about their jobs.							
In this firm supervisors regularly talk to lawyers to find out about their work.							
In this firm, management interacts directly with our employees to find out how to make them more satisfied							
In this firm, we do a lot of internal market research.							
In this firm, we survey our							

lawyers at least once a year to assess the quality of employment							
In this firm, we often talk with or survey people to identify influences on our lawyers' behaviour	1	2	3	4	5	6	7
In this firm, we regularly meet with all lawyers to report about issues relating to the whole firm.	1	2	3	4	5	6	7
In this firm, we regularly report back lawyers about issues, that affect their working environment	1	2	3	4	5	6	7
In this firm, we hold regular meeting with lawyers at all levels attending.	1	2	3	4	5	6	7
In this firm when it is discovered that lawyers are unhappy with supervision or management corrective actions are taken	1	2	3	4	5	6	7
In this firm when lawyers would like to modify their conditions of employment, the firm makes concerted efforts to do so.	1	2	3	4	5	6	7
In this Firm changes are made to what is done when lawyers feedback indicates that they are dissatisfied with the status quo.	1	2	3	4	5	6	7
In this firm, it is important to understand all of the factors that affect lawyers' satisfaction with their employment	1	2	3	4	5	6	7
In this firm keeping lawyers satisfied is as important as keeping my clients satisfied	1	2	3	4	5	6	7

A good employer makes sure that all lawyers are happy in their jobs	1	2	3	4	5	6	7
Work Motivation In answering the following questions, please focus on your firm and please indicate your level of agreement or disagreement with the following statements.							
	Strongly Disagree				Strongly Agree		
My job has supervisors and leaders who are helpful and fair	1	2	3	4	5	6	7
My Job give me status and prestige	1	2	3	4	5	6	7
My job provides satisfactory material rewards	1	2	3	4	5	6	7
My job allows me to reach and develop my full potential	1	2	3	4	5	6	7
My job means working with pleasant and helpful workmates	1	2	3	4	5	6	7
My job is a secure one	1	2	3	4	5	6	7
My job provides good physical working conditions	1	2	3	4	5	6	7
My job is a challenging and exciting job	1	2	3	4	5	6	7
My job is one where your good work and hard efforts are appreciated	1	2	3	4	5	6	7
Taken all round and considering all aspects my job is a very good one	1	2	3	4	5	6	7
Work Commitment In answering the following questions, please focus on your firm and please indicate your level of agreement or disagreement with the following statements.							
	Strongly Disagree				Strongly Agree		
I am very happy being a member of this organisation.	1	2	3	4	5	6	7

I enjoy discussing about my organisation with people outside it.	1	2	3	4	5	6	7
I really feel as if this organisation's problems are my own.	1	2	3	4	5	6	7
I think that I could easily become as attached to another organisation as I am to this one.	1	2	3	4	5	6	7
I do not feel like 'part of the family' at my organisation.	1	2	3	4	5	6	7
I do not feel 'emotionally attached to this organisation.	1	2	3	4	5	6	7
This organisation has a great deal of personal meaning for me.	1	2	3	4	5	6	7
I do not feel a 'strong' sense of belonging to my organisation	1	2	3	4	5	6	7
I am very happy being a member of this organisation.	1	2	3	4	5	6	7
I enjoy discussing about my organisation with people outside it.	1	2	3	4	5	6	7
I really feel as if this organisation's problems are my own.	1	2	3	4	5	6	7
I think that I could easily become as attached to another organisation as I am to this one.							
Job Satisfaction							
In answering the following questions, please focus on your firm and please indicate your level of agreement or disagreement with the following statements.							
	Strongly Disagree			Strongly Agree			
I am satisfied with overall job							

I am satisfied with the nature and level of supervision.	
I am satisfied with my firm's policies.	
I am satisfied with support from my firm.	
I am satisfied with the opportunities for	
Service Quality	
In answering the following questions, please focus on your firm and please indicate your level of agreement or disagreement with the following statements.	
	<div>Strongly Disagree</div> <div>Strongly Agree</div>
In this firm lawyers act in a way which is consistent with the image that the firm wishes to develop	1 2 3 4 5 6 7
In this firm lawyers are aware of the image that the firm wishes to develop.	1 2 3 4 5 6 7
In this firm supervisors rarely have to check that work has been done properly.	1 2 3 4 5 6 7
Lawyers are always smart and well presented.	1 2 3 4 5 6 7
In this firm supervisors are happy with how lawyers perform.	1 2 3 4 5 6 7
We pride ourselves on the professionalism of our lawyers	1 2 3 4 5 6 7
Lawyers in this firm generally do not need to be chased up to make sure that jobs are done	1 2 3 4 5 6 7
Client Satisfaction	

In answering the following questions, please focus on your firm and please indicate your level of agreement or disagreement with the following statements.

	Strongly Disagree						Strongly Agree
Clients of this Firm are satisfied with the service that they receive	1	2	3	4	5	6	7
Clients of this firm receive a very professional service from lawyers	1	2	3	4	5	6	7
Client service is the key factor that differentiates us from our competitors	1	2	3	4	5	6	7
I would be happy to be one of our clients	1	2	3	4	5	6	7

Turnover Intention

In answering the following questions, please focus on your firm and please indicate your level of agreement or disagreement with the following statements.

	Strongly Disagree						Strongly Agree
Lawyers stay with us for a long time.	1	2	3	4	5	6	7
We have a lower turnover of staff than other firms in Lagos.	1	2	3	4	5	6	7
Most lawyers have been with us for five years or more.	1	2	3	4	5	6	7
We do not have a high turnover of lawyers.	1	2	3	4	5	6	7
Client service is the key factor that differentiates us from our competitors	1	2	3	4	5	6	7

Please kindly answer the following additional questions

- Please indicate what sex you are
() Male () Female
- Please indicate what age group you are
() 20-30 () 31-40 () 41-50 () 51-60 () Above 60

3. Please indicate how many years you have been called to the bar
() Under 5 years () 5 to 10 years () 11 to 20 years () above 20 years
4. Please indicate the number of lawyers in your firm
() under 20 () 20 and 50 () Above 50

APPENDIX TWO

ETHICS APPROVAL

Dear Tominiyi

Many thanks for your revised documents. Please accept this email as confirmation that you have Research Ethics approval and may proceed with your research.

By copy of this email, I ask your supervisor to input the associated “pass mark” for research ethics in the grade centre of your BB thesis class. However, it is ok to begin your research before this mark has been formally entered.

Best wishes for an enjoyable and successful research project

(on behalf of Research Ethics Committee)